Government of Saskatchewan

Annual Report 2002 - 2003

Saskatchewan
Property Management
Corporation

Saskatchewan
Our Future is Wide Open ®

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The SPMC 2002-03 Annual Report is available at ***www.spmc.gov.sk.ca.***

Letter of Transmittal

103-07300/

June 2003

To Her Honour
The Honourable L. Haverstock
Lieutenant-Governor
Province of Saskatchewan

Your Honour:

I have the honour to submit herein the annual report of the Saskatchewan Property Management Corporation for the period April 1, 2002, to March 31, 2003. Included are the financial statements for the year, duly certified by Deloitte & Touche LLP, Chartered Accountants, and in a form approved by the Treasury Board, and the first Performance Plan under the Accountability Framework of the Government of Saskatchewan. This is all in accordance with the Saskatchewan Property Management Corporation Act.

Respectfully submitted,

Ron Osika
Minister Responsible for
Saskatchewan Property
Management Corporation

President's Message

I am pleased to submit the Saskatchewan Property Management Corporation annual report for the fiscal year ending March 31, 2003.

Doors were officially opened for two new facilities in which SPMC had an important role. SPMC was responsible for the design and construction of the state-of-the-art Canada Saskatchewan Soundstage now operated by Saskatchewan Film and Video Productions Inc. Working in a unique partnership with the Flying Dust First Nation, SPMC oversaw the construction of the new Meadow Lake Provincial Office Building.

SPMC participated in the provision of information to assist in a review of privacy of public information, and will be addressing the recommendations arising from that review.

The corporation took action to assist Saskatchewan suppliers in providing goods and services to provincial government agencies. SPMC hosted a Purchasers' Showcase in Saskatoon attended by 700 buyers and suppliers. SPMC also launched the new SaskTenders.ca Web site offering Saskatchewan suppliers free access to a broad range of government tenders.

SPMC had a lead role in the government's CommunityNet Program to deliver high-speed Internet to over 350 Saskatchewan communities.

The corporation initiated an internal review of all of its lines of service to ensure that they are the appropriate services to be delivered to public institutions, and to ensure that the services were being delivered as efficiently as possible.

SPMC joined other government departments and agencies in reporting our strategic plan within the provincial government's new Accountability Framework. The corporation is committed to providing the best property management and support services for the best value to public agencies in Saskatchewan.

Ray Clayton
President

Who We Are

Saskatchewan Property Management Corporation is a Treasury Board Crown incorporated under The Saskatchewan Property Management Corporation Act, effective November 6, 1987. It is comprised of four divisions: Accommodation Services, Commercial Services, Corporate Support Services, and Information Technology with a staff complement of 839.7 FTEs. The corporation generates approximately $200M annually in revenues, which recovers the cost of delivering services.

SPMC is mandated to provide accommodation and commercial support services to government departments, Crown corporations, boards, agencies and commissions. The corporation also provides these services to other levels of government and to various non-governmental organizations.

In carrying out its mandate, SPMC's vision is to provide the best property management and support services for the best value to public agencies in Saskatchewan.

SPMC engages in the following activities/service lines:

Accommodation Services

Saskatchewan Property Management Corporation is committed to providing high quality service. SPMC strives to accomplish this by working in partnership with clients to identify, plan and deliver accommodation services that meet their needs.

SPMC currently owns or manages 1,260 buildings in 165 communities and 25 provincial parks. These structures include provincial office buildings, highway storage and repair buildings, health-care facilities, parks buildings, pump houses, warehouses, schools, museums and art galleries, correctional centres, laboratories, court houses and historic properties.

Of the 927 buildings owned by SPMC, 543 are maintained by the corporation and have an estimated replacement value of over $1.6 billion. The other 384 buildings are maintained by the program departments that rent the facilities from SPMC. The owned and leased space is managed primarily to accommodate the programs of government departments and agencies. *SPMC Accommodation Services include:*

Property Management – Property management services include: accommodation planning, construction project management, building operation and maintenance, and real estate services (leasing, property purchase and disposal).

Capital Planning and Budgeting – SPMC develops requirements (both captial and program) to accommodate program space based on strategic business plans and service delivery needs of the client and government. Asset condition and liabilities are tracked and feasibility studies are prepared to determine if facilties should be replaced, upgraded or constructed new.

Construction – These services provide new accommodation or complete work to improve the value of existing accommodations. This may include planning, design, construction, equipping, maintenance and repair of accommodation.

Security – Security services provides 24-hour, 7-days/week monitoring service of 283 intrusion alarms, plus the activity of approximately 14,000 card access users. A photo ID program with a database of approximately 12,000 government employees is also part of our services.

Maintenance and Operations – SPMC delivers cleaning services, building management and maintenance and operation of building systems and grounds. SPMC also repairs program equipment associated with client space.

Furniture – SPMC offers quality and ergonomically correct office furnishings to government departments and public agencies. These services include consultation, delivery, installation, refurbishing and redistribution of furniture.

Commercial Services

SPMC provides various support services to government and other publicly funded agencies through its Commercial Services Division. These services include:

Transportation Services – Central Vehicle Agency (CVA) provides a fleet of 4,500 vehicles available to 330 different client groups that travel an average 70 million kilometres a year. Air Transportation Services (ATS), with its fleet of six aircraft, supplies Executive Air Service to elected officials and senior government officials as well as Air Ambulance Services to Saskatchewan citizens. Each of the two air services has three dedicated aircraft.

Purchasing – On behalf of government departments and agencies, SPMC holds approximately 1,800 competitions a year for goods and another 75 competitions a year for Information Technology (IT) services for a total of approximately $100 million in purchasing activity. The vast majority of that activity — 81 per cent — is sourced to Saskatchewan suppliers.

Records Management – SPMC provides a central, secure storage facility for over 119,200 boxes of government records to meet client needs. Last year, over 7,500 boxes were retrieved for further review by clients. Based on the government's record retention schedule, over 4,300 boxes were destroyed and shredded.

Mail Services – SPMC delivers over 25 million pieces of mail to 28 provincial centres.

Sales and Salvage Services – SPMC manages the disposal of surplus government moveable assets at public auctions including the dispensing of vehicles, furniture, office equipment and computers.

Distribution Centre - The SPMC Stockroom provides approximately 1,000 office, paper and janitorial products to government related clients. SPMC is able to achieve savings for government due to bulk purchasing and centralized warehousing. These savings are passed on to departments.

Echo Valley Conference Centre – SPMC operates as a low-cost, full-service, retreat-style conference centre on 200 acres at Fort San. The centre is accessible to government and non-government organizations; agencies, boards, and commissions; the federal government; and private groups. The centre has 176 guestrooms and 16 conference facilities.

Information Technology (IT) Services

In the past year at SPMC, the Information Technology division was re-organized into two service branches — Internal Information Technology Systems and Telecommunications.

Internal Information Technology – This branch provides and supports computer systems and various business applications for approximately 500 users in 14 locations throughout the province. Applications include Financial, Property Management, Aviation Scheduling and Maintenance, Vehicle Leasing & Maintenance, Internet Personal System (IPS), ShopSPMC and Inventory Management, Web sites and Microsoft Office products.

Telecommunications Services – The branch provides co-ordination and strategic direction to the Government of Saskatchewan regarding telecommunications. The branch manages over 20,000 Centrex phone lines, which carry over 8.5 million long distance calls annually. It also manages the contracts and service offerings for over 5,600 cellular users.

Through the Government E-mail System (GEMS) approximately 25,000 users exchange over 25 million electronic messages annually. The branch is an anchor partner in CommunityNet, a $71-million project to provide state-of-the-art telecommunication services to education, health care, government services and libraries in 366 communities across the province.

Telecommunications branch also provides:

- acquisition and management of telecommunications services;
- consolidated billing for: CommunityNet, a province-wide high speed Internet service; the GEMS; Conference Bridge which provides the capability for multi-person conference calls via the telephone; Perimeter Call Management used by nine government call centres to manage and track customer service information; and Web hosting services; and
- co-ordination for the online government directory at **www.gtds.gov.sk.ca** and blue pages listings in SaskTel provincial phone books on behalf of its clients.

Besides executive government departments which have access to all services, Telecommunications provides some services to other organizations funded by the provincial government, including health districts, schools, and Crown corporations.

Corporate Support Services

The Corporate Support Services Division provides the following administrative and financial services:

Communications is responsible for providing communication strategy and advice; managing internal communications including the monthly employee newsletter and intranet web site; and external communication including preparation of the annual report, media relations, and the SPMC Internet Web site.

Human Resource Services is responsible for negotiation of collective bargaining agreements, payroll, staff training, organizational development, recruitment, classification, benefits, labour relations, employment equity, and employee and family assistance.

Financial Services is responsible for budget preparation, financial reporting, accounting functions, revenue payment processes, internal audit, and administrative services.

Legal and Risk Management is responsible for investigative services; employee and environmental health and safety; insurance and legal and risk reduction services to minimize accidental losses.

Private Sector Relationships

In providing some services to government, SPMC works closely with the private sector. For example:

- SPMC does not own all of the buildings the province occupies — in Regina 50% of the office space is leased. On behalf of government, SPMC leases office space in many of Regina's major buildings (Delta/ Convention Centre, McCallum Hill Tower One, Bank of Montreal, Chateau Tower and South Broad Plaza).
- Mail Services has contracts with private delivery/ courier companies.
- The Central Vehicle Agency (CVA) relies on private firms for the maintenance of government vehicles.
- The Distribution Centre acquires goods from many suppliers, the majority of which are from Saskatchewan.
- SPMC partners with the local architectural, engineering and construction industry as part of the provision of accommodation services.
- Office Furnishings works with professionals in the private sector to supply services.

Our 2002 - 2003 Annual Report

SPMC's 2002-03 Annual Report serves two distinct purposes: to report on 2002-03 accomplishments and results and to set out the corporation's Performance Plan for 2003-04 and beyond.

The Performance Plan includes goals, objectives, and key actions. It guides the corporation toward results which will be reported on in subsequent annual reports.

This is the first year SPMC will join government departments in submitting a Performance Plan under the Government's Accountability Framework. Next year, SPMC's Annual Report will report results based on the goals, objectives, and actions in its Performance Plan.

2002 - 2003 Fiscal Year Results

2002-03 Division Highlights

Accommodation Services

Canada Saskatchewan Soundstage Opens for Business

In the summer of 2001, SPMC began work to transform the Normal School in Regina, which it owns, into the province's first permanent sound stage. The corporation was responsible for assisting in the co-ordination of funding for the project among the Province, the City of Regina and the Federal Government, as well as the design and construction of the sound stage, and subsequent leasing out of the facilty to SaskFilm and industry-related tenants.

On September 20, 2002, more than 500 film and television industry enthusiasts filled the province's new Canada-Saskatchewan Soundstage for its official grand opening with Federal Minister Ralph Goodale, Premier Lorne Calvert and Regina Mayor Pat Fiacco cutting a ribbon of film to signal the $11.9 million facility was officially open for business.

The facility is actually four stages ranging from 377.2 square metres to 1,379.5 square metres with ceilings of up to 12.8 metres. It is equipped with advanced electrical, heating and ventilation systems to accommodate a wide range of special effects equipment including quick air evacuation to allow for use of pyrotechnics and smoke, and it boasts an 89.2 square-metre recessed floor tank so water scenes can be shot within the studios.

The resulting 7,617.8 square metre, state-of-the-art production and training facility, operated by Saskatchewan Film and Video Development Corporation, provides the province and the film industry with valuable infrastructure to assist in diversifying the economy. SPMC received a Municipal Heritage award on February 24, 2003 in the category of New Design — Sensitive Addition, for preserving the unique content and character of the Normal School façade.

Building a First Nation Partnership

On February 21, 2003 dignitaries gathered for the grand opening of the new Meadow Lake Provincial Building. Designed by Friggstad Downing and built on land purchased from the town of Meadow Lake, the construction of the building was made possible through a unique partnership between SPMC and Flying Dust First Nation.

Flying Dust secured the financing for the construction, and using SPMC's tendering guidelines, hired Haid Construction as the general contractor. Following SPMC tendering guidelines, almost 50 per cent Aboriginal labour and construction content were contributed to the project.

With assistance from SPMC and a private company, Stantec, Flying Dust provided the project management. SPMC holds a long-term lease with Flying Dust for the use of the building.

The tenants of this new 2,800 square-metre government office building are Environment, Learning, Agriculture, Food and Rural Revitalization, and the Legal Aid Commission. A painting titled "Strength beyond Strength, Power Within" by local artist Chad Morin commemorates the opening of the building and hangs in the front entrance as a reminder of the partnership that produced this community structure.

Energy Management Upgrades

For the past three years, SPMC and SaskPower have partnered in an energy management agreement to upgrade 51 facilities in the province with energy efficient systems. The goals are to reduce energy consumption, provide ongoing maintenance, and achieve a better quality environment in these buildings while reducing greenhouse gas emissions.

The energy management program is funded by SaskPower. Through the process of installing more energy-efficient lighting, heating and cooling systems in these buildings, the estimated upgrading cost of $12 million for the entire ongoing program will be recovered through energy savings.

SPMC considers several factors in determining what type of energy upgrades are appropriate for each facility, including the historical efficiency of the buildings, climatic conditions, national energy research statistics, fuel pricing, and energy consumption rates.

Energy upgrades were completed in 23 facilities in Saskatchewan over this fiscal year. The annual energy savings from these upgrades is estimated at $540,000.

Corporate Support Services

Risk Management

Security and risk management for all organizations was elevated significantly following the terrorist attacks of September 11th, 2001. In response to heightened concerns, SPMC continued to work on contingency plans including emergency and fire safety plans to ensure the safety of its employees, tenants and facilities in the event of a catastrophic accident.

SPMC focused attention on a variety of risk management policies, procedures, and guidelines including further developing its business resumption plans, developing IT disaster recovery plans, and identification of hazardous materials on properties.

The corporation maintained its commitment to managing the key corporate risks through strengthening and enhancing its comprehensive risk management program. The program is designed to address the diverse business risks SPMC faces in its daily operations through a variety of key activities including: co-ordinating legal matters relating to protecting the corporation and its assets; managing SPMC's legislative requirements and Freedom of Information inquiries; identifying and acquiring appropriate insurance to cover SPMC and its business operations; risk management; investigative services; employee health and safety and environmental health and safety.

Employee health and safety remains a priority in SPMC and work continued on updating policies and guidelines to protect employees. The corporation is committed to employee safety training and delivers specific health and safety training across the province.

Strategic Planning

In a competitive environment where client needs change frequently and client funding is limited, SPMC initiated a review of its services and delivery models to ensure clients' needs are being met in the most efficient, effective way possible. This Service Vitality Review will ensure SPMC is delivering the services clients need and desire in ways that maximize the potential for efficiency. SPMC will continue to focus attention on completing this initiative over the next two years.

Property and Liability

As the provincial arm of government responsible for public works, real estate management and other central service functions for government, SPMC has a wide range of property and liability risks. SPMC manages, maintains and operates approximately 1.0 million metres of space, and owns or operates 1,260 facilities in 165 Saskatchewan communities and 25 provincial parks. SPMC owns 4,500 vehicles and manages a fleet of six aircraft.

SPMC mitigates its property and liability risks through loss control and insurance. Loss control techniques are applied to eliminate, prevent, control or transfer risks. Engineering, administrative and operating staff continuously work to identify and manage risks. Insurance is purchased to protect against financial loss due to unforeseen losses.

Weather Impact

In Saskatchewan, changes in weather temperature during the winter season have a direct impact on natural gas consumption, resulting in unpredictable changes in heating costs. SPMC mitigates this risk through ongoing asset renewal capital projects that replace building envelopes, windows and roofs; ongoing preventative maintenance programs and an energy management conservation program.

Health and Environment

SPMC is committed to protecting human health and the environment through responsible management of government assets.

In 2002-03, the corporation continued with its project to create an inventory of asbestos and hazardous materials located within its property portfolio. On-site safety audits were conducted for construction projects managed by SPMC.

SPMC completed a project to identify and create an inventory of all owned or operated facilities that supply and/or distribute water and that are not within urban municipalities. A threat and risk assessment report was completed on SPMC's waterworks and presented to management.

Information Technology Services

CommunityNet

SPMC partnered with SaskTel on the $71 million CommunityNet initiative to build a government high-speed telecommunications network throughout the province. This partnership has enabled SaskTel to expand its commercial high-speed Internet service to a total of 237 communities or 71% of the provincial population.

The project was launched in June 2001, with the majority of installations to be completed during the 2003/04 fiscal year. CommunityNet is expected to be completed several months ahead of schedule in the fall of 2003.

High-speed Internet is serving 237 of a planned total of 366 communities at:

- schools and education offices (including First Nations schools)
- regional colleges, offices and learning centres
- health facilities
- government offices
- public libraries

This Internet expansion aids in economic development opportunities and gives the province's citizens access to the tools they need to function in a global environment and to increase their own capability.

Property Management Automation

SPMC's Property Management Automation project was developed to consolidate and update information pertaining to property management that was stored in 37 different computer systems.

Previously, employees seeking information on real estate management and leasing, tenant administration, space planning and design, customer profiles, and building evaluations had to access several different databases and often found out-dated or incomplete information. Now, all the data has been centralized in one location and can be accessed by SPMC employees across the province.

On-line centralizing of property management information has helped SPMC achieve several goals. The corporation can provide more accurate, timely, and current information; offer co-ordinated and consistent processes and tools for capturing and reporting information; eliminate diverse, aging, and non-integrated applications; and focus on its mandate to manage 1,260 buildings across the province.

Technology Upgrades

With the fast pace and continuous innovation in the IT industry, SPMC's technology infrastructure requires ongoing upgrading. To fulfill the corporation's mandate and vision to provide best property management and support services for the best value to government, SPMC continues to review the efficiencies of its information technology systems and upgrade the technology. This fiscal year, with the migration of SPMC to CommunityNet, the corporation was able to consolidate 12 e-mail post-offices across the province onto one server located in Regina.

Commercial Services

Action Plan on Procurement

SPMC developed an Action Plan on Procurement during this past year with the goal to make it easier and less expensive for suppliers to sell to government and the public sector, and to optimize benefits to the provincial economy.

Discussion Paper on Procurement – Part of the Action Plan involved producing a discussion paper on procurement that includes information about current public-sector procurement practices, current trends and issues facing suppliers and government, and the future direction for procurement. The paper is available on the SPMC Web site at **www.spmc.gov.sk.ca** and serves as a source for feedback and input from suppliers to further the Action Plan.

Over the past three years, approximately 81% of purchases have been sourced directly to Saskatchewan companies or are credited by manufacturers to Saskatchewan resellers or distributors.

Province	Purchases ($000)	%
Alberta	19,319	5.41%
BC	7,888	2.21%
Manitoba	7,862	2.20%
Other	3,262	0.91%
Ontario	22,486	6.29%
Quebec	5,021	1.41%
Saskatchewan	**291,374**	**81.57%**
Total	$357,215	100%

Purchasers' Showcase – Another successful component of the Action Plan included hosting a conference attended by over 700 suppliers and 23 public sector agencies. Buyers and suppliers gathered on January 22, 2003 in Saskatoon. The trade show allowed buyers to explain their procurement needs and opportunities to Saskatchewan suppliers interested in selling their products and services to the public sector. In addition, SPMC sponsored workshops on procurement issues and the Discussion Paper on Procurement.

SaskTenders – Under the Action Plan, SPMC developed and implemented **www.SaskTenders.ca**, a new Web site offering suppliers access to tenders issued on behalf of the Saskatchewan government. This supplier-friendly Web site improves access to tenders for small and medium-sized businesses that prefer to do business within the province. Suppliers can download SaskTenders documents free of charge and there is no subscription fee. Feedback from Saskatchewan suppliers to this new Web site has been very positive.

Ambulance Procurement

SPMC's Central Vehicle Agency (CVA) collaborates with Saskatchewan regional health authorities to provide ambulance vehicles and procurement services.

SPMC provides the chassis portion or the complete ambulance; helps to develop the ambulance specifications which can include body structure, suspension, lighting and medical equipment; and manages the tendering process to acquire the parts at the best value for health regions. CVA also provides maintenance for leased ambulances.

Health regions that own their ambulance(s) can use the SPMC credit card for gas and maintenance services. This card comes with a discount payment feature.

In this fiscal year, CVA managed the ambulance specification development and tendering process for the Heartland Health Region (Biggar, SK). Crestline Coach, an international ambulance manufacturer located in Saskatoon, won the tender. CVA also provided procurement services to put two ambulances on the road for the Cypress Health Authority.

Addressing Inter-office Mail

Following a review of the pricing structure for mail services, SPMC determined that the cost of providing inter-office and other mail services was not being fully recovered. A new utilization-based fee structure was developed to enable clients to pay only for those services they use. SPMC has set prices to reflect the cost of providing each service. The new pricing structure will be phased in over three years to allow clients to adjust to the new pricing system.

Service Vitality Review

SPMC is comprised of several service lines. Each business is managed to provide a specific service and each operates in different environments that affect the viability of the specific service line. In May 2002, SPMC initiated an evaluation of its services and service delivery models to determine if the organization is providing the right services, at an appropriate cost.

This internal review of the corporation's services was designed to determine:

- what efficiencies could be gained;
- how the services could best be delivered;
- overall cost comparisons to other similar service providers; and
- opportunities to expand service.

The review resulted in the development of business plans for each service line that were reviewed by the SPMC Executive and presented to the SPMC Board of Directors.

Some examples of the initiatives that have received board approval for immediate action are:

Relocation Services – Moving services, which have been available to SPMC employees for many years, will now be offered to all Executive Government clients, who previously only had access to a limited portion of the service.

Distribution Centre – Stockroom prices for office, janitorial and medical supplies will be adjusted to ensure the Distribution Centre is achieving full cost recovery. The centre's warehouse space requirements will be reviewed, as well as the current practice of providing medical supplies.

Telecommunications – Working in partnership with the government's Information Technology Office (ITO), Telecommunications will redesign the Government E-mail System (GEMS) utilizing the latest technology to provide a centralized government messaging service.

Property Management and Facility Operations
A general review has been conducted in such areas as planning, project management, cross-functional positions, pricing models and monitoring services to determine what efficiencies can be gained.

SPMC will focus attention over the next two years on completing the Service Vitality initiative. Emphasis will be placed on changes to core businesses that have a significant impact on government and key clients.

2002 - 2003 Financial Results

Operating Results - The following is a summary of SPMC's results of operations for the year. Full financial disclosure is included in the audited financial statements that form part of this annual report in *Appendix B.*

Revenue and Expenses	**2002-03 Budget** ($000s)	**2002-03 Actual** ($000s)	**Variance** ($000s)
Revenue			
Accommodation	123,871	134,213	10,342
Vehicles	31,195	30,655	(540)
Grants	21,613	19,445	(2,168)
Other services	30,300	35,590	5,290
	206,979	219,903	12,924
Expenses			
Lease	34,850	33,826	(1,024)
Property management	78,523	76,656	(1,867)
Interest - capital lease	4,447	5,033	586
Depreciation	23,667	23,851	184
General operations	64,811	71,690	6,879
	206,298	211,056	4,758
Excess of revenue (expenses) before:	681	8,847	8,166
Loss on capital assets	(100)	(4,333)	(4,233)
Excess of revenue (expenses)	581	4,514	3,933

The key highlights of the financial statements comparing results to budget include:

- Excess of revenue over expenses variance of approximately $4M is primarily due to the impacts of accounting for pay equity. In consultation with the auditors, decisions were made to account for the expenditures in 2001-2002 however, due to timing differences, the budget for 2002-2003 included the revenues and expenditure amounts.
- Accommodation revenue is up by $10.3 million mainly as a result of capital fund revenue ($4.3 million) not included in the budget and higher than anticipated departmental and client requests for capital projects.
- Other services revenue and general operations expenses are up primarily due to the CommunityNet project being ahead of schedule.
- Losses on capital assets are primarily as a result of the writedown of assets due to appraisals and/or a review of their future revenue stream potential.

Our Plan For 2002 - 2003 And Beyond

The purpose of an annual report is not only to look back at the year past, but also to look forward and to provide a forecast of the challenges and opportunities ahead for SPMC, and how the corporation plans to address them. The following section in this report is dedicated to SPMC's first Performance Plan under the Accountability Framework of the Government of Saskatchewan.

In accordance with the Government's Accountability Framework, SPMC has produced a Performance Plan for 2003-04 that will guide the corporation and its employees toward measurable results in the coming year. As this is SPMC's first year working with a Performance Plan, and the process is new to the corporation and its employees, we have carefully determined a limited number of objectives and actions that are realistically achievable to report on in next year's annual report. We intend to include performance measures next year.

The Plan at a Glance; goals, objectives, and actions related to each objective; and trends and issues that have influenced our strategies, are set out below. With this plan in place, SPMC will strive to implement the actions and achieve and report on the results. While the goals and objectives are effective for two years, some actions will be completed in one year, others in two years as indicated. Each year, new actions will be introduced to the plan, and next year SPMC will establish performance measures to continue to enhance the Performance Plan and accountability to the government.

Plan At A Glance

Vision

To enable our clients to focus on their areas of expertise, for the benefit of the people of the province of Saskatchewan, and to minimize costs to government through our central support role.

We provide:
Best property management and support services for best value to public agencies in Saskatchewan.

Guiding Principles

SPMC's corporate values are the guiding principles for how we want people to perceive us as we carry out our jobs:

Service
We work with clients to understand their needs and how they want us to meet their needs.

Reliability
We do what we say we are going to do in our interactions with clients and employees.

Integrity
We treat others fairly and act in an honest, trustworthy and forthright manner.

Innovation
We seek to provide innovative solutions to client and employee needs.

Professionalism
We are socially, environmentally, and fiscally responsible in our corporate operations and strive to incorporate all of our values in delivery of our services.

2003 -2005 Goals and Objectives

I. Effective and Value-Added Service

Provide best value service to public agency clients to allow them to focus on their areas of expertise

Objective: Cost-effective services for clients

Objective: Enhanced client service delivery

II. Sustainable Property Infrastructure

Provide cost-effective solutions and expertise in the management of government-owned and leased properties

Objective: Appropriate facilities and equipment for clients

Objective: Affordable and sustainable infrastructure

III. Partnerships that Benefit Government and Communities

Foster effective government and community relationships to provide cost-effective services and solutions

Objective: Maximize benefits from partnerships

Objective: Facilitate economic opportunities

Objective: Constructive relationships with organized labour and industry

Where We Are Headed, What We Intend To Do And How We Will Measure Progress

SPMC has established these goals aimed at focusing efforts for longer-term success. These goals are accompanied by objectives and specific actions that will be undertaken and tracked to measure progress as part of the Government's Accountability Framework.

Goal I: Effective and Value-Added Service

Provide best value service to public agency clients to allow them to focus on their areas of expertise.

Objective: Cost-effective services for clients

As a central service provider, SPMC continually identifies opportunities to make its services more effective and efficient for executive government. In doing so, it is imperative that SPMC look at developing positive relationships with clients, developing technology as an essential support tool, positioning the corporation between government and suppliers to capture and pass through savings, managing the inherent risks involved, and examining the efficiency and effectiveness within the various business units.

SPMC has undertaken an evaluation of its services and service delivery models to determine if the organization is providing the right services, at an appropriate cost. Decisions may be made to find better options for service delivery and funding.

Action: Evaluate all service lines (Service Vitality) (03-04) and implement approved recommendations (03-05)

Objective: Enhanced client service delivery

SPMC views technology as an essential support tool and is evaluating how to best use technology to provide value-added services. In today's environment, the pace of information flow is faster than ever before and SPMC must position itself to respond and react faster.

By looking at technology in different ways, SPMC may be able to promote economic development through e-business strategies. This is an emerging business practice, with Saskatchewan currently lagging behind in participation in e-business. However, it is an opportunity that may prove valuable for the province.

Action: Invest in and improve client service through the use of more efficient technology and delivery processes in property management systems, financial systems, and the SPMC Information Technology Security Policy (03-05)

Action: Evaluate (03-04) and implement Service Vitality recommendations (03-05)

Goal II: Sustainable Property Infrastructure

Provide cost-effective solutions and expertise in the management of government owned and leased properties.

Objective: Appropriate facilities and equipment for clients

SPMC has been entrusted to effectively manage the capital needs of buildings and assets used in the delivery of government programs. The corporation is uniquely positioned between the public and private sectors to ensure market efficiencies are realized and that public policy is applied in decision-making.

Overall, SPMC's goal is to achieve the best possible decision-making for government in the management of buildings and assets, while recognizing financial limitations.

Action: Identify long-term program and space requirements in consultation with clients (03-05)

Objective: Affordable and sustainable infrastructure

A key challenge is to maintain the 543 facilities owned by the corporation in a state that ensures future viability. Limited capital spending over a long period has resulted in a backlog of essential maintenance and re-lifing projects. Accordingly, the corporation is challenged to plan effectively for the future state of the infrastructure and to find better ways to achieve sustainable asset management.

SPMC's strategy over the next two years is to concentrate expenditures on targeted core facilities (about 70) that are occupied by high priority programs and which will be viable for the long-term based on facility condition, function and use. Funding for the remaining 473 facilities will be allocated based on occupant safety and high priority regulatory codes.

Action: Acquire and implement a capital asset management system to identify capital funding needs, priorities and impacts of funding scenarios (03-05)

Action: Continue to implement measures to reduce energy usage in provincial government buildings; our target is to reduce energy usage by 20 per cent in 70 of our largest facilities by April 2005.

Action: Upgrade 36 government buildings in 16 communities, including roof replacement and enhanced accessibility at Kelsey Campus in Saskatoon, roof replacement at SIAST Woodlands Campus in Prince Albert, a new elevator and improved accessibility at the Moose Jaw Court House and improved accessibility at the Regina Court House.

Goal III: Partnerships that Benefit Government and Communities

Foster effective government and community relationships to provide cost-effective services and solutions.

Objective: Maximize benefits from partnerships

SPMC recognizes that developing positive relationships and partnerships can lead to collaborative solutions with the private sector, First Nations, and public agencies.

The corporation will continue to explore opportunities to lower unit costs and allow SPMC to pass through cost-efficiencies to its primary client — executive government. With SPMC dealing in everything from pens and paper to issuing Requests for Proposals (RFP) on major capital projects, the savings to the public sector could be substantial. For example, through an agreement with SaskTel, SPMC was able to secure reduced long distance telephone rates that produce annual savings of $700,000.

Action: Develop a policy framework around partnership agreements (03-04)

Objective: Facilitate economic opportunities

In response to suppliers' concerns that accessing government tenders was too expensive and in some instances cumbersome, SPMC developed a web site, **www.SaskTenders.ca** that enables suppliers to download Saskatchewan government tender documents free of charge thus making it easier and less expensive to do business with the government.

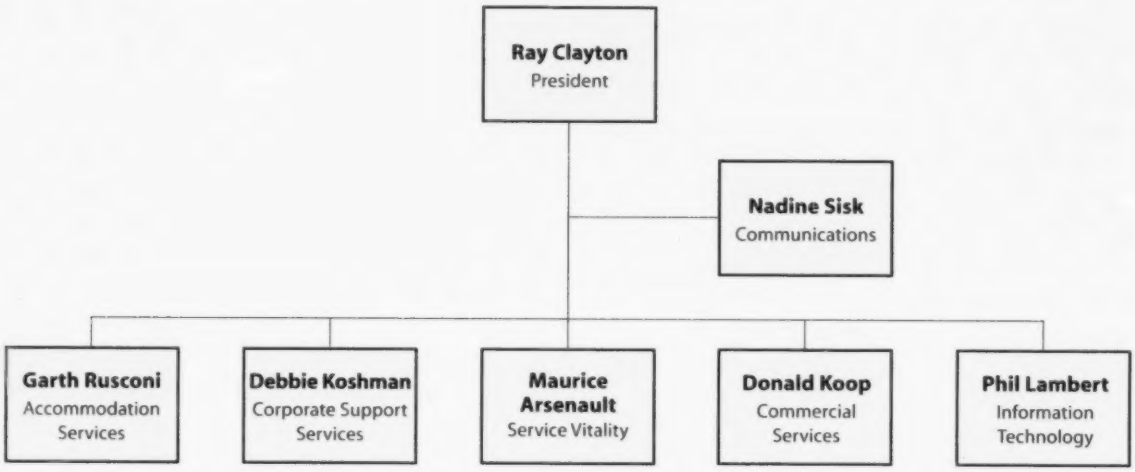
Action: Implement an Action Plan on Procurement to make it easier and less expensive for suppliers to sell to government, and to optimize economic activity (03-04)

Objective: Constructive relationships with organized labour and industry

Action: Assess and implement actions responding to supplier feedback received from the discussion paper on procurement (03-05)

Appendix A

Organizational Chart 2002 - 2003



Appendix B

Financial Statement

2002 - 2003

Auditors' Report

To the Members of the Legislative Assembly, Province of Saskatchewan

We have audited the statement of financial position of Saskatchewan Property Management Corporation as at March 31, 2003, and the statements of revenue, expenses and net assets and cash flows for the year then ended. These financial statements are the responsibility of the corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the corporation as at March 31, 2003, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in Canada.

Deloitte & Touche LLP

Chartered Accountants

Regina, Canada
May 2, 2003

Statement of Financial Position

As at March 31

(Thousands of dollars)

	2003			2002
	Operating	Capital	Total	Total
Assets				
Real estate investments (note 3)	38,210	304,229	342,439	339,683
Equipment (note 4)	—	37,099	37,099	38,392
Other assets (note 5)	9,175	—	9,175	13,699
Deferred charges (note 12)	11,634	—	11,634	8,037
Accounts receivable	26,933	2,305	29,238	27,695
Cash and marketable securities	14,480	—	14,480	21,492
	100,432	343,633	444,065	448,998
Liabilities and net assets				
Bank overdraft	—	—	—	5,309
Capital lease obligations (note 6)	56,446	—	56,446	43,596
Accounts payable	21,514	1,244	22,758	28,138
Deferred revenue	3,666	—	3,666	4,307
Deferred capital contributions (note 7)	—	263,427	263,427	277,801
Long term liabilities (note 12)	14,125	—	14,125	10,042
Long term debt (note 13)	—	4,812	4,812	5,488
	95,751	269,483	365,234	374,681
Net assets	4,681	74,150	78,831	74,317
	100,432	343,633	444,065	448,998

Commitments and contingencies (notes 6, and 10)

(See accompanying notes)

On behalf of the Board:

Statement of Revenue, Expenses and Net Assets

For the year ended March 31

(Thousands of dollars)

	2003				2002
	Operating	Capital	Total	Budget *(unaudited)*	Total
Revenue (notes 7 and 14)					
Accommodation	115,733	18,480	134,213	123,871	143,016
Vehicles	30,655	—	30,655	31,195	29,808
Grants	19,445	—	19,445	21,613	19,904
Other services	34,840	750	35,590	30,300	31,376
	200,673	19,230	219,903	206,979	224,104
Expenses					
Lease	33,826	—	33,826	34,850	31,143
Property management (note 8)	76,656	—	76,656	78,523	96,360
Interest - capital lease	5,033	—	5,033	4,447	5,022
Amortization	4,377	19,474	23,851	23,667	24,617
General operations (note 8)	71,690	—	71,690	64,811	65,915
	191,582	19,474	211,056	206,298	223,057
Excess of revenue (expenses) before:	9,091	(244)	8,847	681	1,047
Loss on assets	(1,678)	(2,655)	(4,333)	(100)	(1,257)
Excess of revenue (expenses)	7,413	(2,899)	4,514	581	(210)
Net assets, beginning of year	2,725	71,592	74,317		74,527
Transfer between funds	(5,457)	5,457	—		—
Net assets, end of year	4,681	74,150	78,831		74,317

(See accompanying notes)

Statement of Cash Flows

For the year ended March 31
(Thousands of dollars)

	2003	2002
Operating activities		
Excess of revenue (expenses)	4,514	(210)
Non-cash items affecting operations		
Amortization	23,851	24,617
Amortization of deferred capital contributions	(19,230)	(15,766)
Loss on assets	4,333	1,257
Other	(298)	—
Changes in non-cash working capital		
Accounts receivable	(1,543)	3,363
Other assets	2,763	(2,660)
Accounts payable	(5,380)	11,291
Deferred revenue	(641)	4,307
	8,369	26,199
Investing activities		
Purchases of real estate	(7,002)	(11,064)
Purchases of equipment	(5,833)	(12,258)
Proceeds from sale of real estate	1,688	765
Proceeds from sale of equipment	1,868	1,666
Investment in Energy Performance Contracts in deferred charges	(4,685)	(6,160)
	(13,964)	(27,051)
Financing activities		
Proceeds of deferred capital contributions	5,157	14,100
Repayment of capital lease obligations	(4,669)	(3,826)
Proceeds from long term liabilities	4,083	6,694
Sinking Fund Payments	(679)	5,488
	3,892	22,456
(Decrease) Increase in cash and marketable securities	(1,703)	21,604
Cash and marketable securities, beginning of year	16,183	(5,421)
Cash and marketable securities, end of year	14,480	16,183
Cash and marketable securities consist of:		
Cash (Bank overdraft)	84	(5,309)
Marketable securities with maturities less than 30 days (3.05%) (2002 – 2.08%)	14,396	21,492
	14,480	16,183

(See accompanying notes)

Notes to the Financial Statements

March 31, 2003

(Thousands of dollars)

1. Status of the corporation

The Saskatchewan Property Management Corporation ("SPMC" or "the corporation") was established under *The Crown Corporations Act, 1978*, by Order-in-Council #357-86 of 1986, and continues under *The Saskatchewan Property Management Corporation Act*. By virtue *of The Crown Corporations Act, 1993*, SPMC has been designated as a provincial Treasury Board Crown corporation. Accordingly, the financial results of the corporation are included in the summary financial statements of the Province of Saskatchewan. As a provincial Crown corporation, SPMC is not subject to federal income tax, provincial income tax, federal large corporations tax or goods and services tax.

The corporation was established to provide a full range of accommodation, commercial and custodial services to government departments, agencies and Crown corporations.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

b) Fund accounting

The corporation's financial position and operating activities have been divided into the following major groupings:

i) Operating fund

The Operating fund includes net assets and income generated from the operations of the corporation. The Operating fund includes the capital assets under capital lease. Revenue includes charges for accommodation and commercial services and grants received from the Government of Saskatchewan - General Revenue Fund for custodial services. Expenses relate to the delivery of these services.

ii) Capital fund

The Capital fund includes the capital assets to which the corporation has legal title. Revenue consists of the annual amortized portion of contributions received from the Government of Saskatchewan - General Revenue Fund for the construction, purchase or development of capital assets (Note 2(c)).

c) Revenue recognition - Capital fund

Contributions received or receivable from the Government of Saskatchewan - General Revenue Fund for the construction, purchase or development of depreciable capital assets, including assets transferred from the Government of Saskatchewan - General Revenue Fund, are deferred and amortized to revenue on the same basis as the related capital asset is depreciated. Contributions received from the Government of Saskatchewan - General Revenue Fund for the purchase or development of non-depreciable capital assets such as land, including non-depreciable capital assets transferred from the Government of Saskatchewan - General Revenue Fund, are recognized as direct increases in the net asset balance in the year of acquisition.

Other amounts received or receivable from other sources during construction or development reduce the cost of the related asset.recognized as direct increases in the net asset balance in the year of acquisition.

d) Capital assets

i) Real estate investments

Properties contributed by the Government of Saskatchewan - General Revenue Fund a e stated at appraised value approximating the government's depreciated historical cost at the date of transfer, determined by techniques generally accepted in the appraisal industry. Properties purchased or constructed by the corporation are stated at cost.

Properties acquired under capital lease arrangements are stated at the lesser of the present value of the minimum lease payments and the fair market value of the leased property.

The corporation capitalizes all direct costs relating to projects under construction including general, administrative and interest expenses. Demolition costs are expenses as incurred.

Amortization on properties is recorded on a straight-line basis over their estimated useful lives. The estimated useful lives of buildings are between one and 55 years. The average estimated useful life approximates 20 years.

ii) Equipment

Equipment purchased by the corporation is stated at cost.

Amortization on equipment is recorded on a straight-line basis over the estimated useful life of the asset. The estimated useful lives range from two to 20 years.

Capital assets that can no longer be used by the corporation for their intended purpose are written down to net realizable value.

e) Inventories of parts and supplies

Inventories of parts and supplies are stated at the lower of cost as determined on a first in, first out basis and replacement cost.

f) Cash and marketable securities

The corporation's marketable securities are considered to be cash equivalents and are recorded at cost, which approximates market value.

g) Deferred charges

Deferred charges are amortized on a straight-line basis over the term of the expected benefit.

h) Deferred revenue

Deferred revenue represents funds received in advance of delivery of services.

3. Real estate investments

	Land	2003 Buildings	Total	2002 Total
Operating fund				
In operation - under capital lease	—	82,433	82,433	64,101
Accumulated amortization	—	(44,223)	(44,223)	(40,763)
	—	38,210	38,210	23,338
Capital fund				
In operation	45,457	442,539	487,996	495,588
Under construction	—	3,264	3,264	2,208
Held for disposal	408	287	695	751
	45,865	446,090	491,955	498,547
Accumulated amortization	—	(187,726)	(187,726)	(182,202)
	45,865	258,364	304,229	316,345
	45,865	296,574	342,439	339,683

During 2003, the carrying value of real estate investments was reduced by 1,392 (2002 - 297) to reflect the reduced value of assets that can no longer be used by the corporation for their intended purpose.

No interest expense was capitalized during the year (2002 – nil).

4. Equipment

	Cost	2003 Accumulated Amortization	Net Book Value	2002 Net Book Value
Capital fund				
Vehicles	53,376	(33,325)	20,051	19,442
Aircraft	19,083	(3,345)	15,738	17,331
Furniture	579	(389)	190	451
Other	2,003	(883)	1,120	1,168
	75,041	(37,942)	37,099	38,392

5. Other assets

	2003	2002
Inventories of parts and supplies	4,402	4,454
Prepaid expenses	4,773	9,245
	9,175	13,699

6. Capital and operating lease obligations

Future minimum lease payments under capital leases for buildings and operating leases for buildings and vehicles are:

Fiscal year	Capital leases	Operating leases
2003-04	13,871	31,382
2004-05	13,342	27,384
2005-06	11,916	21,173
2006-07	10,761	16,329
2007-08	10,483	10,078
Subsequently	43,997	28,697
	104,370	135,043
Less:		
Interest implicit in leases at an average rate of 9.79%	27,388	
Executory costs	20,536	
	47,924	
	56,446	

Capital leases expire at various dates up to March 31, 2061.

7. Deferred capital contributions

	2003	2002
Balance, beginning of year	277,801	279,467
Contributions received or receivable from the Government of Saskatchewan - General Revenue Fund	4,856	14,100
Contributions amortized to revenue	(19,230)	(15,766)
Balance, end of year	263,427	277,801

8. Expenses by object

Property management and general operations expenses on the Statement of Revenue, Expenses and Net Assets are reported by object as follows:

	2003	2002
Salaries and benefits	41,819	43,050
Goods and services for resale	40,392	34,264
Utilities	15,311	13,708
Property maintenance	5,706	5,278
Other property management	29,103	51,406
Other general operations	16,015	14,569
Total property management and general operations expenses	148,346	162,275

9. Comparison of budget and actual results

The Board of Directors approves the corporation's budget. The budget disclosed in the financial statements is restated to the accrual basis for comparative purposes.

Treasury Board and the Legislative Assembly approve the level of grant funding provided to the corporation.

10. Commitments and contingencies

At March 31, 2003 the corporation has construction and capital purchase commitments of 10,023 (2002 – 13,776).

In the normal course of business, SPMC becomes involved in various claims and legal proceedings. The final out-come of claims and legal proceedings pending at March 31, 2003 cannot be predicted with certainty. The corp-oration has provided for these claims in accordance with the advice received from legal counsel. The differences that may arise, between the amounts included in the corporation's accounting records and future settlements, are not expected to have a significant impact on the corporation's financial position or operating results.

11. Pension

Substantially all employees of the corporation are participants in either defined contribution or defined benefit pension plans.

Employees hired after October 1, 1977, make contributions to the Public Employees Pension Plan, a defined-contribution plan. Funding requirements are established by *The Superannuation (Supplementary Provisions) Act* and employee contributions are matched by the corporation.

The defined contribution pension plan expense for the year was 1,821 (2002 - 1,744).

Employees hired prior to October 1, 1977, who did not elect to transfer to the Public Employees Pension Plan by October 1, 1978, make contributions to the Public Service Superannuation Plan, a defined-benefit plan. The plan provides for pensions at retirement which are based on employees' years of service and their highest five years' earnings. The corporation does not make contributions to this plan. Pension obligations for this plan are the responsibility of the Government of Saskatchewan - General Revenue Fund.

12. Energy Performance Contracts

Deferred charges of 11,634 (2002 – 8,037) are shown net of accrued amortization of 2,011 (2002 – 923).

The deferred charges and a corresponding long term liability of 13,012 (2002 – 8,956) relate to costs incurred under energy performance contracts. These contracts have been entered into by SPMC with a Saskatchewan Crown corporation (the Crown Corporation) for the purpose of reducing future operating costs. Interest on the long-term liability is at prime plus one percent during the period in which work is being completed on each phase of the contract. Once a phase is completed, a fixed interest rate will be established and SPMC will begin making fixed monthly payments.

During completion of each Phase, the interest incurred is capitalized. The amount of interest capitalized in the current year was 394 (2002 - 457).

These energy performance contracts include guarantees by the Crown Corporation to SPMC as to the level of future operating costs reductions. Details of the advances and related terms on the five phases of the liability are as follows:

Phase	Completion Date	Amount Advanced	Amount Repaid	Interest Rate	Annual Payment
1	January 31, 2002	2,583	148	6.50	311
2	November 15, 2002	3,531	90	6.04	403
3	Not complete	2,840		Prime + 1	n/a
3A	March 28, 2003	1,695		6.20	229
4	March 28, 2003	1,085		6.20	121
5	Not complete	1,517		Prime + 1	n/a
		13,251	238		

13. Long term debt

The long term debt of 4,812 (2002 – 5,488) is net of equity in sinking funds of 679 (2002 – nil).

Under conditions attached to certain advances from the General Revenue Fund, the Corporation is required to pay annually into a sinking fund administered by the Saskatchewan Department of Finance. Annual payments of 674 are required, a sum equal to not less than 12¼% of the aggregate principle amount. These payments commenced February 1, 2003 and are due each subsequent year on the same date up to and including February 1, 2009. At this time, the total amount of the sinking fund payments and the interest earned thereon will be applied to repay the debt in full. In addition, interest payments of 139 commenced August 13, 2002 and are due and payable every February 13th and August 13th thereafter until February 13, 2009 at the rate of 5.05% per annum.

Year Repayable	Annual Payment
2004	674
2005	674
2006	674
2007	674
2008	674
2009	674

14. Related party transactions

The corporation receives substantially all of its revenues from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions. These revenues are determined primarily on the basis of recovery of costs incurred by the corporation. As a result, substantially all of the corporation's year-end accounts receivable are due from related departments, agencies, corporations and public institutions.

The corporation's financial statements include expenses such as rents, vehicle licenses, electrical and natural gas, telecommunication and data line (network) purchases, and employee benefit costs that result from routine operating transactions conducted at agreed upon rates with various related Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

The account balances resulting from purchases with related parties are included in the statement of financial position and are settled in normal trade terms. These transactions and amounts outstanding at year-end are as follows:

	2003	2002
Statement of Financial Position		
Other assets	2,013	1,849
Capital lease obligations	7,343	7,767
Accounts payable	3,851	2,987
Deferred revenue	2,506	22
Statement of Revenue, Expenses and Net Assets		
Lease	1,865	1,425
Property management	15,256	14,096
Interest - capital lease	1,154	1,215
General operations	16,466	14,555

Other amounts payable to related parties and the terms of settlement are disclosed separately in these financial statements.

15. Financial instruments

The fair value of the corporation's capital lease obligations is determined using year-end market rates. The carrying value of long term liabilities approximate fair value as the interest rates are consistent with market rates at year end. The carrying value of all other financial instruments including cash and marketable securities, accounts receivable and accounts payable approximates fair value as a result of the short period to maturity.

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. SPMC is not exposed to significant credit risk. The majority of the corporation's accounts receivable are owing from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

	2003		2002	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Capital lease obligations	56,446	67,522	43,596	55,028
Sinking Fund Equity	679	700	0	0
Long Term Debt Province of Saskatchewan	5,500	5,500	5,500	5,500

16. Comparative figures

Certain comparative figures have been restated to conform to the current year's financial statement presentation.

Notes

2002 - 2003

Board of Directors
Hon. Ron Osika, Chair
Hon. Mark Wartman, Member

Senior Management
Ray Clayton, President

Debbie Koshman, Vice President,
Corporate Support Services

Phil Lambert, Vice President,
Information Technology

Garth Rusconi, Vice President,
Accommodation Services

Maurice Arsenault
Service Vitality

Nadine Sisk, Director,
Communications

Head Office
Saskatchewan Property Management Corporation
1840 Lorne Street
Regina, Saskatchewan
S4P 3V7

Information
If you require more copies of this report or further information about SPMC, please contact the Communications Branch at 787-4989.

The SPMC 2002-03 Annual Report is available at
www.spmc.gov.sk.ca.

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Government of
Saskatchewan

Annual Report
Supplementary Information
2002 - 2003

Saskatchewan
Property Management
Corporation

Saskatchewan
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Schedule of Payments

Unaudited listing of payees that received $20,000 or more for 2002-2003 (excluding grants and personal services).

Payee	Amount
A1 Power Door Ltd	22,328
Able Auto & Transmission	30,647
Access Communications	282,880
Ace Lumber & Building Supplies	28,553
Acklands-Grainger Inc	44,489
Acme Welding Shop	21,557
Action Office Interiors	102,452
Adesa Auctions Saskatoon	81,752
AIZER Contracting Inc	23,889
Alliance Energy Ltd	40,315
Allied Systems (Canada) Company	34,180
All-Rite Plumbing & Heating Ltd	21,500
Alpine Drywall & Plastering (Regina) Ltd	20,112
Alsask Fire Equipment	20,002
Alton Tangedal Architect Ltd	68,035
AMEC Earth & Environmental Limited	28,371
Anderson's Custom Construction	30,342
Andersons Motors Ltd	49,829
AODBT Architects Olfert Dressel Burnyeat Tracey Ltd	135,373
Applebee Glass	22,785
Arctic Savings and Credit Union	41,980
Ardvark Investments Inc	174,139
Arm River 252, RM of	22,665
Army & Navy Dept Store Limited	360,723
Arnold Dobroskay Architect Inc	43,692
ASL Paving Ltd	385,128
Assiniboia, Town of	28,031
Atco Structures Inc	57,584
Austrocan Investments Inc	1,090,603
Auto Clearing (1982) Ltd	22,449
Autoways Centre (1994) Inc	21,728
Avanti Office Products	280,934
B. Rajani Architect Ltd	33,752
Bank of Canada	102,542
Battlefords & District Co-op Ltd	133,207
Battlefords Regional Economic Development Authority	25,016
Ben Kelley Architect Inc	277,654
Bennett Floors	33,054
Bersch & Associates Ltd	35,844
Bexson Construction Ltd	588,748
Big Quill 308, RM of	28,502
Biggar 347, RM of	22,119
Blancher, Wendy	32,212
BLS Asphalt Inc	67,616
Blue Water Enterprises	60,932
Braid Flooring Ltd	31,902
Brennan Office Plus	548,199
Brennan Supply	249,235
Bricore Land Group Ltd	572,752
Bridge City Electric Inc	27,356
Broadcast Place Properties Inc	278,281
Brownlee Beaton Kreke Consulting Engineers	338,967
Bunzl	82,180
Business Furnishings (Sask.) Ltd	38,220
Business Stationers	189,253
C & S Builders Ltd	78,107
C.M. Construction Management Ltd	27,990
Cabtec Manufacturing Inc	255,669
Cajon Leasing	5,959,454
Canada Post Corporation	5,097,796
Canadian Broadcasting Corporation	469,740
Canadian Corps of Commissionaires	1,407,334
Canadian Tire Associate Store	41,525
Canadian Tire Petroleum Division	20,154
Canadian Waste Services Inc	57,036
Canadian Western Bank	26,486
Canora, Town of	20,068
Cardinal Automotive (1992) Div of 600373 Saskatchewan Ltd	21,151
Cardinal Construction Co Ltd	221,557
Carlton Trail Regional College	32,655
Carlyle, Town of	55,789
Carmont Construction Ltd	612,907
Carnduff, Town of	25,578
CCD Western Limited	40,200
CCR Construction Ltd	575,754
Central Park Place	109,880
Century Glass Ltd	30,053
Chaplin Holdings Ltd	24,942
Charter Mechanical Ltd	28,154
Chateau Tower	2,024,955
Chip Reit #19 Operations Ltd	339,535
Christie Mechanical Ltd	129,315
Cite Design	54,083
Clearlite Glass Ltd	26,140
Clearview Construction Ltd	67,996
Clearwater Ventures	63,000
Coast Paper	29,210
Cochrane Engineering Ltd	28,442
Colloyd Inc	347,714
Commercial Mortgage Origination Company of Canada	33,000
Conley Holdings Ltd	433,331
Cornerstone Regional Economic Development Authority	21,959
Corporate Express	47,383

CP Distributors Ltd	27,289
Creative Door Services Ltd	96,694
Crestline Coach Ltd	97,109
Crestview Chrysler Dodge Jeep	23,111
Crestview Roofing Ltd	90,770
Crown Investments Corporation	287,831
Cummins Mid-Canada Ltd	107,422
Cypress Hills Regional College	38,376
D2 Construction Ltd	69,441
Daimler Chrysler Canada Inc	3,357,674
Dairyland Fluid Division Ltd	23,487
Datastream Systems Inc	34,404
David Edwards Architect Ltd	24,641
de Lint & Edwards Architects	83,536
Del Equipment	21,129
Delint & Taylor Architects Inc	163,498
Deloitte & Touche Chartered Accountants	66,932
Diamond A Developments	57,722
Domco Construction Inc	405,683
Dominion Construction Company Inc	6,465,005
Domo Gasoline Corporation Ltd	32,867
Don's Photo Shop Ltd	25,886
Duncan Roofing Ltd	77,543
Eagle Creek Motor Products Ltd	27,635
Eagle Holdings Inc	141,850
Eckl Developments Ltd & Morgan Developments Ltd	239,466
EDS Canada Inc	2,022,646
Eldred-Architect	26,266
Eli's Insulation Ltd	70,570
Elliott Aviation of Minneapolis, Inc	77,715
Erwin's Moving & Delivery Ltd	91,711
Fairview Dodge Chrysler Ltd	34,775
Fas Gas Oil Ltd	616,420
Fasttrack Management Group Ltd & Arcon Services Ltd	1,152,222
FB Properties Ltd	978,361
Federated Co-operatives Limited	1,572,011
Fisher, Terry	38,043
FlightSafety International	62,717
Floors by design ltd	70,452
Flynn Canada Ltd	449,738
Ford Motor Company of Canada Limited	1,673,458
Fort Garry Industries Ltd	193,255
Fortress Properties Inc	93,872
Fountain Tire	58,713
Framework Technologies	52,464
Friggstad Downing Henry Architects	33,665
Frontier Construction Limited	48,181
G. Hahn Contracting Ltd	370,070
G.E. Ground Engineering Ltd	58,747
Gabriel Construction	418,359
GE Capital Canada Inc	37,481
GE Capital Modular Space	42,506
General Body & Equipment Ltd	134,940
General Equipment Limited	42,272
General Motors of Canada Ltd	7,165,726
Gene's Ltd	69,356
Genesis	160,332
Glass Manor	1,304,914
Glass Plus (Regina) Ltd	55,720
Glenwood Auto Service	26,959
Goodyear Canada Inc	436,942
Graham & Associates	1,093,158
Graham Construction and Engineering Ltd	3,722,690
Grand & Toy Technology	1,006,214
Group Medical Services	30,335
Gus's Automotive Service & Car Wash	50,980
H & H Holdings	66,722
Haid Construction Ltd	106,090
Harry J. Jedlic Architect Ltd	85,799
Harvard Property Mgmt Inc o/a TGS Harvard Mgmt Services	239,699
Haus, Brian	22,716
HDL Investments Inc and SaskPen Properties Ltd	1,315,175
Hipperson Construction Company (1996) Limited	109,199
Hirsch Holdings Inc	59,239
Honeywell Limited	25,946
Hooker Dawson and Associates	73,282
Hudson Bay School Division 52	165,473
Hugh Taylor Architect Ltd	32,725
Hundseth Line Construction Corp	142,916
Husky Oil Marketing Company	380,758
IBM Canada Ltd	587,283
ICBM Services Ltd	20,110
Ideal Electric Ltd	36,141
IIS Security Systems	23,722
Imperial Oil	2,430,085
Imperial Parking Canada Corporation	27,168
Indian Head 156, RM of	29,819
Innova Envelope Division of Supremex Inc	63,955
Inter-City Mechanical (1985) Ltd	355,734
ISS Integrated Security Solutions Inc	78,042
J.S. Developers Ltd	57,141
Jacques Whitford Environment Limited	41,156
Jay's Moving and Storage Ltd	48,100
JC Kenyon Engineering Inc	22,894
Johnson Controls C3039	87,956
Jordan Asbestos Removal Ltd	313,079
Kadam Developments Ltd	31,766
Kamsack, Town of	30,785
KD Mechanical Ltd	51,536
Kemsol Products Ltd	32,529
Ken Klein's Electric Ltd	58,275

Ken Wilson Architect Ltd	25,331
KGP Construction & Management Ltd	61,331
Kim Constructors Ltd	155,548
Kitchener Aero Avionics Ltd	57,000
KONE Inc	214,278
Kyoto Investments Ltd	241,331
L & B Roofing Limited	88,915
La Ronge, Town of	34,124
Lakeland Ford Sales Ltd	20,582
Lakeshore Service Esso	40,115
Lakeside Auto	29,517
Lakeside Properties Corporation	1,155,543
Lancashire Distribution	100,806
Lenrick Construction Ltd	112,311
Lesmeister Holdings Inc	428,166
LifePort, Inc	114,057
Linke, Hubert & Marion	21,558
Litemor Distributors	28,751
Lloyd Property Investment Ltd	235,689
Logan Stevens Construction (2000) Ltd	572,445
London Life Insurance Company	20,756
Loraas Disposal Services Ltd	56,558
Lorman Developments Ltd	347,108
Lyle V. Schell Construction Management Services Ltd	34,713
Macro Properties	46,636
Maisey Electric	62,232
Majestic Air Inc	29,841
Mann-Northway Auto Source	62,044
Manulife Financial	449,825
Maple Creek News Ltd	35,675
Marathon Holdings Ltd	441,834
Marathon Investments Ltd, Managing Agent	2,468,763
March Consulting Associates Inc	21,906
Marquardt Mechanical Ltd	471,053
Marsh Canada Limited	1,911,214
Maurice Soulodre Architect Ltd	59,019
Maxill Inc	34,474
Maxim Chemical International Ltd	47,156
McNair Business Development Inc	54,646
McNevin Management Ltd	167,689
Meadow Lake Credit Union	126,284
Meise, Randy	36,353
Metro Electrical Contractors Ltd	83,295
Midland Loan Services Inc	198,898
Mid-West Concrete & Paving Stone Ltd	35,322
Mike's Home Centre/Pro Hardware	35,325
Minds Eye Pictures	474,633
Mini Storage & Moving	23,249
Minolta Business Equipment (Canada), Ltd	38,202
Moned Enterprises Ltd	173,270
Montgomery J Samson Architect	35,952
Moore Architecture Consulting Group Ltd	81,556
Moose Jaw & District Chamber of Commerce	35,200
Moose Jaw, City of	190,441
Nagy Holdings Ltd	34,412
Nascon Developments Ltd	76,045
National Refrigeration Heating Ltd	170,278
Neopost Canada Limited	25,658
Network	36,728
New West Enterprise Property Group (Sask) Inc	346,475
Nexus Holdings Inc	69,859
Nichols Interiors Ltd	57,439
Nightingale Corp	124,058
Norampac Saskatoon Division	22,662
Nor-Mall Developments Inc	299,936
North Albert Certigard	21,626
North Battleford, City of	100,007
Northern Revenue Sharing Trust Account	74,563
Northfork Investment Group Inc	659,344
Northland Chrysler Inc	40,409
Northway Janitorial Services Ltd	142,298
O & Y Enterprise	20,679
O & Y Properties Inc	2,753,031
Olive Waller Zinkhan & Waller	88,900
Omni Facility Services Canada Corp	33,103
Osman Auction Inc	25,348
Osprey Wings	26,700
Otis Canada, Inc	86,676
Outlook, Town of	61,736
P. Machibroda Engineering Ltd	22,187
PAC Personal and Commercial Storage Inc	118,034
Pacific & Western Bank of Canada	3,014,552
Pakwa Park Holdings Ltd	131,871
Park Town Service Ltd	113,004
Parkland Data Services Ltd	69,093
Parkland Regional College	21,966
Pattison MGM Architectural Services Ltd	51,221
PCL Maxam A Joint Venture	1,904,640
Peak Mechanical Ltd	52,839
Penguin Refrigeration Ltd	29,273
Percival Ford Lincoln Inc	30,738
Perfect Choice Auto Inc	117,537
Peterson, Marg	21,379
Petro-Canada	741,141
Pettick Phillips Partners Architects Ltd	513,891
PineRidge Ford Sales	23,661
Pitney Bowes Leasing	46,146
Plainsmen Automotive Ltd	40,849
PLS Sign & Graphic	26,520
Polar Oils Ltd	49,118
Polaris Properties Ltd	449,809
Postage By Phone	103,765
Postage-On-Call	2,218,600

PostMaster Digital Post	365,194
Poulin's Pest Control	22,611
Prairie Controls Services Ltd	228,852
Prairie Lube Ltd	68,976
Prakash Engineering Ltd	29,214
P.R. Service Co Ltd	30,203
Pratt & Whitney Canada Corp	507,886
Prestige Commercial Interiors (1992) Ltd	51,947
Prince Albert Credit Union	20,327
Prince Albert, City of	175,792
Princeton Management Ltd	326,739
Pro 'Certified' Auto Service	47,088
Pro-Flight Ltd	101,595
Property Developments Ltd & A.K. Holdings Ltd	129,526
Protocol Security Services	26,654
PSW Architecture & Interior Design Ltd	255,046
Public Employees Benefits Agency	70,000
Public Employees Dental Plan	316,273
Public Employees Disability Income Plan	126,144
Public Employees Group Life Plan	268,544
Public Employees Pension Plan	3,488,624
Public Service Superannuation Plan	263,390
Q.C. Maintenance Ltd	25,379
R & R Leasing	603,118
Ratner Realty Properties Inc	1,418,528
Ray's Moving & Storage Co Ltd	33,123
REALM Business Solutions, Inc	41,393
Receiver General	16,081,254
Red Star Petroleum Ltd	36,670
Regal Flooring Ltd	167,186
Regina Battery Depot Ltd	30,656
Regina, City of	521,910
Remai Holdings III Ltd	131,839
Remai Investment Corporation	1,608,899
Rich Corp Development Ltd	23,072
Riverview Savings & Credit Union Ltd	29,000
R.L. Cushing Millwork Co Ltd	110,933
RNF Ventures Ltd	1,317,604
Ron's Plumbing & Heating (1980) Ltd	21,901
Roof Management & Inspection Services	22,124
Round Table Management Ltd	172,730
Royal Canadian Legion	47,133
Sask. Agriculture, Food and Rural Revitalization	20,716
Sask. Communications Network	364,529
Sask. Corrections and Public Safety	151,262
Sask. Environment	93,118
Sask. Executive Council	56,427
Sask. Finance	412,062,536
Sask. Food Industry Development Center Inc	26,240
Sask. Government Insurance	6,389,587
Sask. Highways and Transportation	550,759
Sask. Institute of Applied Science and Technology	35,807
Sask. Learning	98,529
Sask. Liquor and Gaming Authority	345,278
Sask. Opportunities Corporation	668,642
Sask. Water Corporation	143,142
Sask. Workers' Comp Board	487,910
Saskatchewan Government and General Employees Union	669,708
Saskatchewan School Trustees Association	26,895
Saskatoon Boiler Mfg Co Ltd	72,236
Saskatoon, City of	1,535,849
Saskcon Repair Services Ltd	71,720
SaskEnergy	7,060,146
SaskPower	6,488,111
SaskTel CPP	11,859,588
Saunders Evans Architects Inc	128,451
Schneider Canada Inc	29,690
Scythes Inc	26,775
Semhar Cleaning	46,071
Serca Food Services Inc Western Division	225,201
SGEU/SPMC Extended Health Plan	313,215
Sharp's Audio-Visual Ltd	23,502
Shaughnessy Electric Inc	23,683
Shaver's Sash & Door Ltd	23,340
Shell Canada Products	896,490
Simplex/Grinnell	47,743
SMED International, Inc	123,266
SMS Modern Building Cleaning Services Inc	78,591
Smurfit-MBI	22,168
Sommerfeld Electric (Saskatoon) Ltd	34,054
Souris Valley Extended Care Centre	91,504
Southern Aviation Limited	98,262
Speedy Auto & Window Glass	102,128
SREIT (NCO Bldg) Ltd	789,158
SREIT (South Broad Plaza) Ltd	985,914
SS Contracting	22,851
Standard Motors (77) Ltd	46,820
Stantec Architecture Ltd	81,124
Stantec Consulting Ltd	924,046
Stone Hutchinson Architects Ltd	241,253
S.T.S. Credit Union	37,640
Success Office Systems	41,973
Sun Electric (1975) Ltd	104,093
Sun Life Assurance Company of Canada	33,558
Super Poly Bag	45,210
Superior Propane Inc	24,190
Supreme Office Products Limited	567,111
Swift Current, City of	179,208
Sysco Food Services	71,395
T & T Realty Ltd	425,094
TAB	70,927
Tamarack Ventures Inc	24,212
Tasko Developments Ltd	57,755

TC Aviation	117,310
TD Visa	5,345,223
Tech Electric Ltd	48,443
TGS Harvard Management Services in Trust	50,075
TGS Harvard Management Services	801,786
TGS Land Development Corp	512,909
TGS Properties Inc	80,515
TGS Properties Ltd	679,051
Thaler Metal Industries Ltd	36,409
The Bank of Nova Scotia	1,107,512
The Cadillac Fairview Corporation	565,923
The Regina Drapery Centre Ltd	27,139
The Truck Outfitters	41,111
Thermal Metals Ltd	104,018
Thorpe Brothers Ltd	265,970
ThyssenKrupp Elevator	100,397
Tim Burton's Moving	96,878
TMC Technology Management Corporation	479,920
Trade West Equipment Ltd	131,442
Trane Saskatchewan	87,587
Tranluu's Upholstery	25,215
Trident Holdings	42,537
T.R. Petroleum Ltd	103,772
Triple Seven Chrysler	65,254
Tyerman Investments Limited	56,830
UMA Engineering Ltd	82,027
Unisource Canada Inc	265,598
University of Regina	65,745
Uranium City Bulk Fuel Ltd	44,218
Urban County	35,625
Urdel Ltd	29,218
Van Alstine Project Management Ltd	306,766
Vaughan's/Queen City Moving Systems	87,934
Vector Construction Ltd	30,424
VICWEST	295,382
Vipond Inc	24,314
W.T. McGinn and Associates (1980) Ltd	53,102
Walter's Industrial Mechanical Ltd	108,546
WARDROP Engineering Inc	637,600
Warehouse Systems Inc	34,570
Warneke-Theobald, Erwin	170,801
Wascana Centre Authority	60,405
Watson Wyatt & Company	28,298
Wawryk Associates Ltd	100,420
Webb's Office Equipment Inc	74,289
Weber Construction Ltd	202,431
West Central Developments Ltd	340,187
West Wind Aviation	25,032
Westburne Electric Supply (Midwest)	32,511
Westburne Wolseley Midwest	25,237
Western Dodge Chrysler Jeep	25,050
Westridge Construction Ltd	1,600,488
Westside Service Centre Ltd	27,797
Wheatland Tire & Auto Inc	37,617
Wheaton Chevrolet Oldsmobile Inc	29,088
William Kelly Architect (1983) Limited	23,589
Wolfe Group Investments Ltd	2,988,456
Wolfe Management Ltd	1,015,194
Women Entrepreneurs of Saskatchewan Inc	30,593
Xerox Canada Ltd	40,252
Yarnton Decorating Ltd	29,795
ZENON Environmental Inc	108,555
7-Eleven Canada Inc	95,624
101033329 Saskatchewan Ltd	61,532
303078 Saskatchewan Ltd	43,432
586990 Saskatchewan Ltd	163,313
590577 Saskatchewan Ltd	310,048
592791 Saskatchewan Ltd	57,332
611357 Saskatchewan Ltd	34,012
621824 Saskatchewan Ltd	110,215
625706 Saskatchewan Ltd	131,990
628079 Saskatchewan Ltd	201,248
Payees under 20,000	6,960,337
Total	**$612,756,847**

Grants in Lieu of Taxes

Unaudited listing of grants paid in lieu of property taxes and local improvement charges of $5,000 or more for 2002-2003.

Payee	Amount
Meadow Lake, Town of	8,235
Melfort, City of	12,181
Moose Jaw, City of	6,727
Prince Albert, City of	44,411
Regina, City of	16,008
Saskatoon, City of	133,656
Payees under $5,000	15,895
Total	**$237,114**

Personal Services

Unaudited listing of individuals who received payments for salaries, wages, etc. that total $2,500 or more for 2002-2003.

Payee	Amount
AAMUNDSEN, CARSTEN	34,602
ACHTEMICHUK, CHAD R.	28,088
ACQUAH, JOSEPH	14,859
ADAMS, THELMA	33,582
ADELMAN, DAVID L.	60,943
ALBERT, WAYNE EDWARD	41,449
ALBERTS, VICKI LOU	27,420
ALEXANDER, RITA	3,358
ALI, MARIA	28,216
ALLEN, GEORGE	63,876
AMBRIDGE, ROGER	63,876
AMYOTTE, MANNIE H.	43,627
ANDERSON, CLARA	37,047
ANDERSON, HARVEY	61,008
ANDERSON, NANCY	27,807
ANDERSON, ROBERT	5,972
ANDERSON, ROBERT W.	13,406
ANDERSON, WAYNE M.	35,915
ANDRES JR., ROQUE	27,420
ANSELL, DANA	7,691
ANSELL, FRANCOIS	31,080
ANTILL, RICHARD	32,831
ANTONISHYN, JOLENE	12,913
APPERLEY, TY	30,567
APPLIN, ASHLEY	7,719
APRIL, LAWRENCE	32,741
ARMSTRONG, ALLAN	38,367
ARNDT, HOWARD	73,764
ARSENAULT, CAROL DENEISE	12,543
ARSENAULT, DOUG	28,815
ARSENAULT, MATTHEW	6,062
ARSENAULT, MAURICE W.	90,440
ARSENEAU, SUSAN L.	27,420
ASHTON, KENNETH W.	73,764
ASPEN, VANESSA M	3,644
AUCHSTAETTER, BRADLEY G.	35,176
AYOTTE, ROLAND V.	50,430
BACHINSKI, TERRY JOHN	62,148
BAIRU, YEHDEGO	28,593
BALIUS, KEN	53,772
BALKWILL, EDWARD G.	60,742
BALL, SHANNON FREDERICK	29,298
BALZER, LOWELL	52,908
BARAGAR, ROBERT	27,774
BARBER, COLIN R.	63,876
BARBER, MICHAEL	8,359
BARNES, SHERRI D.	31,338
BARRETT, NICOLE	20,688
BARSI, GERRY C.	40,080
BARTON, ELVIRA	29,098
BATA, STEVE	49,910
BATEMAN, ALLEN D.	63,876
BATEMAN, ALLEN W.	63,876
BATES, BARRY	27,324
BATES, RODNEY	28,968
BATES, SANDRA	32,252
BATESON, ROSS L.	60,869
BAX, KIMBERLY D.	6,324
BEAR, DANIEL M.	29,783
BEAURIVAGE, RONALD A.	36,265
BECKER, GENE	8,779
BECKER, MARTIN F.	34,771
BELANGER, GARTH	68,964
BELANGER, LOUIS	2,859
BELL, RICHARD	28,877
BELLA, WILHELMINA LEE	27,687
BELLAMY, RAYMOND G.	48,008
BELLIVEAU, W. HOWARD	2,766
BENDER, GERALD	68,964
BENDER, SHELLY	22,157
BENKO, ANDREW W.	7,130
BENS, CALVIN	30,404
BERG, ELLYN	61,176
BERNSTEIN, ALFRED G.	73,764
BETHUNE, GWENYTH E.	23,692
BETSON, MIKE	20,801
BILLETT, AARON	4,661
BILLINGSLEY, GLENN W.	28,301
BIRNS-HAHN, MICHELE M.	52,349
BJELLAND, RAYE	54,840
BLASHILL, PAUL F.	29,488
BLENKIN, LAVERNA JUNE	48,348
BLONDEAU, GORDON B.	37,722
BLONDEAU, JOHN C.	35,947
BLONDEAU, KELLY	2,800
BLONKE, CALVIN	56,840
BLYTHE, DONNA E.	43,694
BOEN, TRACEY	8,905
BOETTCHER, DARLENE	14,664
BOGARD, BRENT W.	73,764
BOIRE, JASON	26,465
BOKAMYER, DANIEL	27,737
BOKAMYER, SANDRA	32,445
BOMBERAK, RHONDA	4,430
BOOTH, DEBBIE	15,097
BOROWSKI, ADRIENNE	29,437
BOURGEAULT, LIONEL J.	29,629
BOURQUE, MONTY P.	27,626

BOYACHEK, CHERYL	15,554
BOYER, RONALD	35,465
BOYKO, MELBA	31,653
BOZAK, ROBERT W.	19,479
BRANDOLINO, ARTHUR	32,256
BRANIFF, MERVIN D.	32,183
BRASS, JEFF	36,296
BREZINSKY, ROBERT	51,480
BRICE, KAREN L.	11,755
BRIERLEY, LLOYD E.	50,616
BRIGGS, DENNIS M.	33,519
BRISBOIS, LAWRENCE G.	23,929
BROCHU, ELAINE K.	34,086
BROCK, CYRIL D.	57,228
BROCK, MIKE	8,725
BROWN, GORDON H.	32,297
BROWN, HERB T.	47,166
BROWN, KATHY L.	8,432
BROWN, MARIANNA	42,054
BROWN, MICHAEL	27,371
BROWN, VERNA A.	5,053
BROWNE, GERALD	32,259
BRUCE, SHELLEY	43,691
BRUVOLD, MERVYN	30,842
BRYANTON, DAVE S.	84,492
BUCKOSKI, MARTHA E.	39,228
BUCSIS, BARRY	39,996
BUCSIS, WAYNE	14,288
BUEHLER, BRADLEY	29,535
BUELL, DARIN	14,964
BULYCH, CURTIS D.	28,686
BUMPHREY, R. BRIAN	33,102
BUMPHREY, WILLIAM	63,876
BUSH, DONALD R.	47,166
BUSSE, STEVE	33,621
BUZASH, DARLENE	15,606
BUZASH, GLENN E.	39,497
BUZASH, JOYCE	27,854
BUZASH, RANDY A.	29,327
BYCZYNSKI, MICHAEL	3,429
BYE, S. DOREEN	29,470
CALEVAL, PERRY	28,251
CAMERON, SHANE	15,721
CAMPBELL, ALLAN	30,466
CARDINAL, DIANNE	36,843
CAREY, COLLEEN	63,876
CARLSON, ARTHUR	31,043
CARLSON, SHARON M.	5,337
CARMICHAEL, CATHERINE M.	20,372
CARON, DAMONE	4,191
CARON, TIFFANY	14,231
CARR, JEFF	51,965
CARRIERE, DEAN	29,452
CARRIERE, SHIRLEY	14,778
CARSON, THOMAS WAYNE	39,402
CASAVANT, KYLE	6,277
CATHCART, DEREK	72,143
CATTELL, LYLE	45,312
CAULFIELD, MARIE E.	15,880
CAVERS, SHELDON	52,444
CHABOYER, LORRAINE	8,345
CHAHARYN, MARC	5,178
CHAMBERLAIN, DENNIS G.	43,936
CHAPMAN, BECKY J.	6,070
CHERNESKI, DONALD N.	46,140
CHESTON, ALLISON	22,792
CHHOKAR, JESS	5,456
CHILDS, ANGIE	3,836
CHITOLIE, BRYAN P.	55,260
CHITTENDEN, NEYSA	33,933
CHOUINARD, DANIEL GORDON	7,844
CHRISTENSEN, BRENT	22,284
CHRISTIE, DEBORAH L.	78,960
CHURKO, JUSTIN	5,006
CLARKE, EVAN	6,492
CLARKE, ROBERT G.	52,104
CLAYPOOL, SHYLO	21,953
CLAYTON, JEFF	69,566
CLAYTON, RAY	121,524
COAKWELL, RICHARD	42,588
CODE, PAGET	5,488
COLE, DAVID	9,139
COLE, DEREK	4,697
CONWAY, CHARLENE	24,401
COOMBER, ROY R.	68,844
COOMBS, KEITH D.	59,148
COPPIN, HAROLD WAYNE	59,204
CORCORAN, MARTIN	28,605
COULT, EUNICE A.	59,148
COUTU, NANCY	28,640
CRAIN, HERMAN	27,914
CRAMATTE, RENE H.	15,764
CRANFIELD, HELENE	26,627
CROFTS, MARLENE	27,664
CROSS, SHANNON JANE	48,348
CULLEN, CINDY	52,999
CULLEN, JAMES ED	24,992
CWYNAR, DOUG	33,748
DALRYMPLE, WALTER E.	160,243
DANYLKO, CHAD	12,400
DARNELL, LENORA M.	37,770
DASH, DALE	38,492
DAVALOS, HUMBERTO A.	32,488
DAVIS, BREANNA	6,032

DAVIS, JAMES R.	32,602
DAY, BARRY A.	46,313
DEAN, WILFRED	27,362
DEBRUYNE, SANDRA M.	8,584
DECK, GLENN	77,460
DEKKER, DONNICA M.	7,361
DEMASSI, COREY M.	33,022
DEMASSI, MICHAEL J.	49,703
DEPTUCH, BRIAN	27,954
DESJARLAIS, BERNICE M.	16,949
DESJARLAIS, WILBERT	4,771
DESPINS, GLEN	60,456
DESPINS, WENDY P.	41,980
DEUTSCH, NELDA	31,294
DICKIE, JAMES J.	41,222
DICKSON, DOUGLAS	9,762
DIELSCHNIEDER, BARRY R.	63,524
DISHKO, AARON	8,408
DISHKO, DAVID SIMON	43,146
DIXON, DOUG J.	38,325
DOBROWOLSKI, DAVE	8,263
DOLTER, LINDSEY	26,700
DOLTER, RYLEY A.	30,194
DOMBOWSKY, PAUL	8,994
DONOVEL, IVAN N.	38,256
DOVE, RANDY	65,558
DRADER, CATHY E.	76,435
DRAPER, ROBERT D.	62,772
DREGER, MARINA	28,370
DREVER, STUART JAY	3,647
DRUMMOND, JACQUI	29,392
DRUMMOND, NORMAN	84,492
DUBRAY, BRADLEY H.	36,555
DUFAULT, ROLAND	34,038
DUGUID, LANCE	48,342
DUHAIME, VICTOR	28,968
DUMALSKI, JOHN	11,452
DUMONT, BRIAN D.	3,560
DUNLOP, BRENDA J.	16,398
DUNN, NORMA	27,673
DUONG, CUONG	8,747
DUPUIS, ROBERT	30,289
DUREAU, DARWIN SCOTT	23,586
DURLING, HARRY	68,964
DUSYK, CHARLOTTE G.	63,876
DUTHIE, CHRISTINE S.	4,898
DUVAL, COLLEEN M.	46,524
DYER, MARNIE	32,712
DZIAK, LILIA	33,579
EASTWOOD, DARLA	6,790
EASTWOOD, MARLENE A.	29,129
EATON, STUART	57,985
ECKLUND, LEANNE M.	39,114
ECKLUND, ROB K.	8,428
EDMISON, DONALD	8,204
EISENKIRCH, ROBERT	17,439
ELDER, DOUGLAS	71,822
ELDER, ROBERT D.	45,322
ELFORD, RANDY	42,217
ELKE, DIANNE	55,430
ELL, LARRY	47,166
ELLIOTT, BRIAN	16,629
ELLIOTT, ERIC	42,920
ELSOM, MARIA	8,666
ENGLESMAN, HELEN	26,936
ENS, KENNETH	30,622
EPLEN, LEANNE	31,305
ERMEL, RON	31,644
ESTATE OF HAROLD, TOM	6,462
ETCHEVERRY, TRISTAN J.	7,791
EVOY, KRISTINE	8,813
EWERT, THELMA ANNE	32,164
FAHSELT, BRENT	29,802
FAYANT, CECELIA MARIE	31,338
FAYANT, RUTH A.	19,708
FAYANT, SHARON	11,270
FEELEY, JAMES MYRON	26,633
FEHR, GUY	61,992
FERGUSON, PATRICIA	37,492
FERGUSON, SHELLY	54,744
FERRARA, ALLAN E.	63,876
FIDDLER, CARY A.	29,097
FIDDLER, KEN	30,376
FIDDLER, TIMOTHY	28,931
FIDLER, RAMONA B.	27,940
FIESSEL, BRENDA	3,340
FINK, KELLY	25,984
FISHER, LAURA	8,053
FISHER, LINDA	39,402
FISHER, LINDSAY	7,996
FISHER, ROBERT R.	10,278
FISKE, GERALD R.	48,371
FLEMING, DIANE J.	19,892
FLETCHER, LEONA	28,925
FORBES, NICKY-JO A.	9,466
FORGIE, LEANNE	48,792
FORSYTH, DAVID	32,139
FORSYTHE, BEVERLY E.	28,854
FOSSUM, DAVID	25,055
FOSSUM, ROBERT	39,330
FOX, MARILYN	14,999
FRANCIS, IVAN	68,964
FRANDSEN, WALTER	9,260
FRANSON, JAYSEA	26,288

FRASER, SCOTT	33,253
FREDERICK, DEBRA	3,297
FREDERICK, JAN	39,402
FREDERICK, KEN	84,850
FREI, BRIAN M.	30,678
FRIESEN, JOHN A.	21,009
FUENTES, JUAN L.	41,949
FUHR, MARVA A.	29,173
FULTON, SCOTT D.	3,256
GACKLE, DONALD	45,356
GALLAGHER, THOMAS	63,876
GAMBLER, CYNTHIA	17,097
GARDNER, ELENA	9,812
GARDNER, FRED R.	46,740
GAREAU, ROGER	13,189
GARLOCK, JANET M.	16,566
GARTNER, ANITA D.	28,843
GARTNER, DOREEN	30,275
GARTNER, SHARON L.	28,841
GARVEY, LINDA	11,681
GEBHARDT, DARREN	31,338
GEE, HARTLAND J.	42,588
GEIB, LEROY M.	26,088
GEIS, ANNE M.	13,366
GELOWICZ, ERNIE D.	38,824
GELOWICZ, RHONDA	42,672
GENDALL, LEONARD	68,988
GERGELY, DARLENE	27,420
GETTLE, GARY P.	29,802
GETZ, CHRISTINA	20,211
GHEBREMEDHIN, HANA	27,441
GIBSON, JOHN	21,596
GIBSON, SUSAN	31,210
GIENI, MARK	30,984
GILCHRIST, IAN G.	73,457
GLASER, DAVID	18,154
GOERTZ, DALE M.	28,629
GOOTA, SUZANNE	28,829
GORDON, GARY	9,311
GOTTSELIG, KARLA LEE	9,243
GOULET, DONNA	8,980
GRAHAM, SCOTT	2,696
GRATTON, LEONARD J.	28,285
GRAY, DARL	44,287
GREEN, CONNIE ANN	36,474
GREER, DARYL R.	28,488
GREFF, JARRED	6,463
GREGOIRE, GARRY	29,243
GREIER, FAYE	15,134
GREIER, SHELDON W.	32,547
GREWAR, LISA	4,000
GROVER, DIANE	11,448
GUILMETTE, TED	29,166
GUSTAFSON, ERNIE M.	34,591
HABTEGABIR, KIFLE	17,453
HABTEZION, TERHAS	14,794
HADLAND, MYRON	32,295
HAGEL, CLINT T.	7,127
HAGEL, THOMAS	53,468
HAGEN, ELSIE	33,100
HAIMANOT, YOSIEF	5,305
HALL, JACQUELINE D.	31,338
HALPAPE, JANET	28,915
HALVORSON, CAROL	54,888
HAMILTON, ROBERTA D.	37,788
HAMRE, BARRY	73,942
HAMRE, BETTY M.	16,572
HANDFORD, LESLIE A.	75,798
HANLEY, JODY W.	31,161
HANOFSKI, RUDY	28,760
HANSEN, ALAN	63,876
HANSEN, CECILE	30,662
HARACH, DAN	7,791
HARE, ALBERT	17,041
HARRISON, BRETT	8,326
HARRISON, HARVEY	57,328
HARRISON, KATHLEEN M.	42,048
HART, JOHN	28,661
HAUGEN, BRETT	34,068
HAVANKA, WAYNE	4,995
HAYDUK, DANIEL	6,800
HECK, BRENT	46,992
HEGEL, KENNETH E.	73,764
HEHN, MICHAEL	28,587
HEISLER, STEVEN T.	14,479
HENDRICKSON, PENNY-SUE	38,295
HEPTING, HEATHER	43,625
HERBERT, DAVID G.	34,695
HERCZAKOWSKI, PETER	52,231
HERNDIER, LORI D.	34,506
HERPERGER, JEANETTE	13,793
HESSION-DAVIDSON, CORRINA	28,936
HETHERINGTON, GLEN	33,554
HETHERINGTON, NOREEN A.	78,960
HICKE, ERIC	28,249
HICKS, DEBBIE L.	38,015
HILL, DANIEL	43,820
HILL, MERVIN	45,614
HILLSTEAD, ROB J.	5,767
HILSEN, BARRIE M.	91,308
HIPFNER, RONALD	59,448
HIPKE, HEATHER	16,441
HISLOP, DARCY J.	83,855
HITCHCOCK, BRIONY	7,901

HODGSON, GREG 9,714
HOENMANS, GREGORY 31,069
HOFFMAN, KENNETH J. 27,569
HOGAN, J. DARYL 30,657
HOGAN, NATHANAEL P. 30,398
HOPKIN, STUART 36,962
HORSEFALL, ROSANNE 33,715
HORSMAN, DEBBIE L. 34,062
HORVATH, GARRY L. 48,263
HORVATH, TRENNA L. 34,547
HOULE, CORA L. 29,414
HRENYK, PERRY 13,119
HRYHOR, LOIS 39,402
HUBER, GLEN ERVEN 52,211
HUBER, HELEN 81,444
HUBER, NOLAN 11,075
HUBER, RITA 5,933
HUBER, SANDI G. 28,824
HUDELL, MELLISA E. 3,307
HUI, JASON 31,239
HUNT, JASON 12,564
HUSAK, WAYNE N. 37,744
HUSTEJ, AUDIE 28,643
HUSTEJ, WENDY 29,126
HUTCHINGS, MILES 3,477
HUYGHEBAERT, JOHN M. 43,739
INDZEOSKI, GREG 11,352
IONESCU, JOAN 54,435
IRONEAGLE, DAWN 11,159
IRVINE, WILLIAM 7,976
ISBISTER, ROBERT A. 84,492
IVAN, ALLAN L. 28,874
IVEY, GERALD N. 47,835
JACKSON, BRUCE 44,709
JACKSON, CORY 26,908
JACKSON, GARRY 31,644
JACOB, ERIN 3,479
JACOBS, LARRY 52,140
JACOBSON, SHARON 39,221
JAHN, JUDY 12,383
JAHNKE, AARON A.M. 60,336
JANZEN, KENNETH D. 41,347
JANZEN, MARY 17,030
JARVIN, MILES 50,664
JATTANSINGH, DARLA D. 8,904
JEAN, GERALD H. 9,261
JEANCART, NANETTE P. 20,256
JENKINS, DONALD KEVIN 42,946
JIJIAN, JAMIE 30,323
JOHNSON, BEVERLY DIANE 60,900
JOHNSON, BLAINE J. 37,168
JOHNSON, CAMERON 33,621
JOHNSON, DANIEL S. 29,306
JOHNSON, DAVID MONROE 31,633
JOHNSON, JAMES W. 28,490
JOHNSON, MICHELLE 5,722
JOHNSON, ROBERT J. 31,822
JOHNSON, WILLIAM 68,964
JOHNSTONE, COREY C. 28,798
JONES, DALE 33,767
JONES, DENNIS C. 84,492
JONES, TRACEY A. 12,816
JUDD, TED W. 32,798
JULIUSSON, BALDVIN 23,048
JUNEAU, BERNIE 40,134
KACHMARSKI, DONALD J. 43,440
KACHUR, CAREY-SHAYNE 31,608
KACHUR, CHRISTOPHER 15,901
KACHUR, DANA 44,676
KACZMER, REG 47,166
KACZMER, SHIRLEY A. 9,546
KAHSAI, ERITREA 23,200
KARCHA, JUDY 4,004
KAYSEASS, ALBERT 28,601
KECK, DOUGLAS J. 36,796
KEENE, DAVID J. 28,873
KELLER, ROGER 23,322
KELLY, ABBY 27,538
KEMP, HEATHER 25,274
KEMPIN, ASHLEY 6,406
KENNARD, PEGGY E. 7,903
KENNEDY, BARRY 34,121
KENNEDY, HARLAN G. 82,632
KENNEDY, MARLENE 14,039
KENNEDY, MYRNA R. 32,130
KENNEDY, RHONDA N. 25,276
KENT, DONALDA 27,559
KERELUK, JAMES I. 33,994
KINGSTON, DOUG I. 43,786
KIPLING, PENELOPE ANN 30,570
KIRICHENKO, BEATRICE 29,868
KIRKHAM, STEVE B. 46,848
KIST, MARVIN W. 54,744
KLAASSEN, CHUCK 17,216
KLASSEN, DEBORAH 26,181
KLEIN, AARON 15,053
KLIEWER, ROBERT 26,162
KLIPPENSTEIN, MICHAEL 62,952
KLYNE, MARVIN 4,940
KLYNE, RICHARD 24,544
KNIBBS-GOSKI, NANCY 7,994
KNISLEY, DANIEL G. 78,693
KNOSS, ANGELA 13,869
KOCUR, KEN R. 36,606

KOENDERS, KATHLEEN	11,925
KOLOSA, BEVERLY A.	32,958
KOOP, DONALD	92,454
KOSHINSKY, DENNIS	32,546
KOSHMAN, DEBBIE F.	105,612
KOSTIUK, KAREN L.	32,958
KOTYK, BARRY P.	44,293
KOVACEVIC, MILADINKA	23,018
KOWAL, JACQUELINE	29,518
KOWAL, MARLENE	12,023
KOWALSKI, DARLENE G.	32,181
KOWALSKI, DARRELL M.	33,840
KOWALSKI, REGINALD J.	24,330
KOZA, DARYL	63,372
KOZACK, JOLENE	7,184
KOZIEL, COSETTE	29,324
KRAHENBIL, BRENT A.	54,840
KRAM, GARY	8,648
KRAM, MARGARET E.G.	10,890
KRUG, LESLIE P.	14,178
KRUPSKI, JANE M.	30,570
KUBA, JOHN	6,497
KUBE, RITA M.	7,656
KULCSAR, JOSEPH	18,924
KULLMAN, BEVERLEY A.	63,876
KULYK, LARRY A.	47,709
KUNTZ, EARLA M.	42,672
LABERGE, ANDRE MICHEL	63,876
LABERGE, JON P.L.	29,948
LAING, ERIC J.	52,800
LAKIC, MILIJANA	3,851
LAM LAM, TRI	28,728
LAM, MAI	23,480
LAMBERT, PHILIP	96,780
LAMOTHE, MICHEL G.	27,324
LANG, DANIEL J.	31,267
LANG, SHIRLEY A.	35,962
LANGKAMMER, DIANNE	20,070
LARSEN, DEREK	11,911
LARSEN, TRAVIS	8,666
LARSON, JUDY	23,820
LARSON, PAMELA J.	31,452
LARSON, SANDRA	30,019
LASALLE, MURRAY J.	27,324
LAWLEY, BETTY A.	22,053
LAWRENCE, ALAN	7,095
LAWRENCE, DONALD E.	30,900
LAWRENCE, SHAREEN	30,154
LEACHMAN, BILL	31,055
LEE, KING	59,148
LEE, LIM Y.	68,964
LEEFE, HARVEY	27,892
LEIER, DOLORES	25,255
LEITNER, GREGORY A.	46,494
LENIC, TODD	28,697
LESLIE, RANDY	8,232
LEVESQUE, PAUL	21,443
LEWCHUK, BRIAN	33,128
LEWIS, KEN	50,676
LIAGRIDONIS, MATINA	28,765
LICHTENWALD, JOHNATHAN	8,766
LIEFFERS, JEFF	56,375
LINANTUD, RUBEN	29,162
LISTWAN, JOAN	28,849
LITTLEMORE, RUSSELL	37,770
LOCKWOOD, ALEXIS A.	7,545
LOEWEN, SHELLEY	28,347
LOMENDA, DARRELL	4,842
LONG, GARRY R.	64,914
LOUTTIT, JACK	28,495
LOVEDAY, BRIAN W.	29,802
LOVERIDGE, BARBARA L.	63,876
LOW, JAMES F.	35,607
LOWE, GEOFFREY JAY	27,979
LOWE, JASON	10,667
LOWENBERGER, HERBERT RON	37,928
LUMB, PATRICK	62,712
LUNN, JEROD	10,870
LUSSIER, JEAN SERGE	9,890
LYLYK, SHARON M.	28,902
LYNDEN, MICHAEL	63,876
MACKENZIE, ALLAN	34,141
MACKENZIE, GRANT	45,726
MACLENNAN, SHAWN M	15,183
MACLEOD, RYAN N.	27,658
MACMILLAN, SCOT P.	35,364
MACPHERSON, MAXINE	36,463
MADDEN, ROBERT N.	78,960
MAIN, DARRYL	5,100
MAKELKI, CORY	9,496
MALANOWICH, EVA	28,654
MANN, COURTENAY	6,409
MANN, VAL G.	14,118
MARCHOSKI, STEVE	5,552
MARCOTTE, SANDRA	26,329
MARION, LEONARD	34,401
MARKEL, RAYE A.	48,604
MARKS, JEFF	28,588
MARSHALL, AARON	21,950
MARTIN, JANE	21,763
MARTIN, JOLENE	4,013
MARTIN, RON	41,276
MARTIN, SHELLEY A.	40,134
MARTIN, WAYNE	33,319

MARTYNOOK, JEANETTE GALE	31,658
MASON, GLENNYS	30,570
MASSEL, MARIAN R.	32,715
MASSOUD, IBRAHIM	63,876
MATTHEW, WILLIAM A.	68,964
MATUSKO, MARJORIE	14,236
MAYER, LARRY R.	4,362
MCADAM, SAM	39,381
MCAULAY, JAMES	63,876
MCCAIG, DEBBI MAE	8,442
MCCALLUM, LENA	30,743
MCCARTHY, KAMI	3,112
MCDONALD, CHRISTINE	28,112
MCDONALD, KAREN	21,461
MCDONALD, YVONNE	8,181
MCDONNELL, ASHLEY	5,340
MCEWEN, ELIZABETH GAIL	28,392
MCGILLIS, GEORGE P.	33,069
MCGONIGAL, WAYNE	38,555
MCGRATH, BRIAN	7,033
MCGRATTEN, MARILYN A.	21,239
MCGREGOR, RYAN	30,261
MCKEEN, JILL	6,997
MCKENZIE-PELLETIER, DEBBIE L.	27,648
MCLEOD, JAMES	16,867
MCPHEE, CHRIS	4,585
MCWATT, GUY	4,359
MEACHER, KEVIN W.B.	3,940
MEAD, KEN	28,721
MEAD, SHEILA ELIZABETH	29,075
MEDL, EDWIN	28,760
MENSAH, ROBERT	5,936
MEPHAM, SUSAN M.	59,856
MERCER, ROBERT	29,802
MERKOWSKY, BERNICE	28,048
METZ, MARCEL G.	39,276
METZ, TREVOR	29,294
MEYER, NORMAN	76,992
MEYERS, FERNE	20,962
MEYERS, LLOYD	44,889
MICHEL, DONNA	22,005
MILLEKER, DWIGHT E.J.	77,232
MILLER, VERA	43,980
MILLIKEN, JIM E.	30,623
MILLS, BARBARA	25,273
MILNE, RYAN	29,495
MINION, DALE R.	84,492
MITCHELL, GLYNN PATRICK	63,804
MLAZGAR, DENISE	4,763
MOFFAT, ALAN H.	105,612
MOFFAT, DARRELL	42,601
MOHNS, LYNN	33,355
MOLANO, RAPHY	28,856
MOLESKY, DAVID N.	8,432
MOONEY, DARRELL	28,463
MOONEY, MERV	35,676
MOORE, MARK	20,073
MORGAN, LILA B.	28,328
MORGAN, MARLENE	27,937
MORHART, RAYMOND M.	39,350
MORIN, DAN	7,092
MORIN, DARRYL E.	3,139
MORO, ERNESTO	33,938
MORRELL, CASSANDRA R.	3,428
MORRIS, MURRAY C	41,063
MORTON, TIM	5,693
MOSIMAN, MARILYN H.	37,810
MULLEN, ALLEN D.	84,492
MUNDAY, WILLIAM R.	5,438
MURPHY, KERRY	4,781
MURRAY, KEN	24,242
MUSIC, HEATHER	55,840
MUSK, DARCY G.	29,954
MUSQUA, TRICIA	3,201
MUSTATIA, JILL R.	22,780
MYKYTUK, CHRISTINE	24,032
MYSIOREK, BARBARA	17,234
MYSIOREK, MIROSLAW	36,210
NADOROZNICK, KAREN	29,733
NAGY-JEEVES, BRANDY	25,107
NAHIRNEY, DANIEL STEVEN	20,721
NATOMAGAN, MARGARET	26,087
NEB, EUGENE	36,189
NEDDOW, JOANNE	56,496
NEHRING, VIOLET S.	25,708
NELSON, DEBRA	26,316
NELSON, MICHEAL JOHN	5,743
NELSON, STACEY LISA	23,628
NELSON, WAYNE D.	45,208
NEPPER, ASHLEY	19,673
NEPPER, PAUL R.	68,964
NESSETH, PAMELA	17,080
NEUMANN, CAREY M.	41,317
NICHOLAS, SANDY	33,727
NICHOLSON, LAWRENCE	29,167
NICHOLSON, LESLIE	59,184
NIKISH, ALLAN T.	32,204
NIXON, BONNIE	66,261
NOBLE, WALTER	29,338
NORDIN, ALBERT	73,764
NORDYKE, MARLENE	29,275
OBERG, JODY M.	19,426
OBOROWSKY, LAWRENCE P.	50,198
O'BRIEN, PATRICK D.	98,036

O'BYRNE, MICHAEL R.	3,323
OCHITWA, PAUL OREST	73,764
O'CONNELL, DAN	48,228
O'DELL, JENNIFER	33,307
OLLENBERG, DIAN	31,338
OLSON, ARNELL	36,287
OLSON, STEPHEN	34,074
ORR, MARIANNE C.	31,412
OSICKI, GREGORY H.	73,764
OTTEN, BRIAN	31,974
PACHAL, MARTIN	16,996
PACZKOSKI, SHIRLEY	28,387
PALMA, ANA	18,910
PANKRATZ, KELLY	28,717
PANTEL, CANDICE M.	3,438
PAQUIN, ALVIN G.	37,374
PARFITT, TREVOR	5,152
PARKER, BARRIE RICHARD	86,341
PARKER, CURTIS	43,499
PASQUA, PATRINA Y.	29,679
PATTERSON, ROBERT	34,763
PATTINSON, GARRY W.	4,959
PATZWALD, LARRY A.	33,255
PAUL, GEORGE B.	35,057
PAUL, ORAN K.	73,464
PAUL, RICK C.	28,942
PAYNE, MEGAN M.	8,432
PEACOCK, ROBERT	23,685
PEARSON, DUANE	31,637
PEARSON, JULIE	3,124
PEARSON, MATHEW J.	6,116
PEDERSEN, LEXANDRA	19,289
PEDERSEN, VALERIE	8,717
PELKEY, SHELLEY L.	9,181
PELLETIER, COLBY	26,885
PELLETIER, HOLLIE J.	18,455
PELLETIER, SHANE	30,437
PENNER, VIMY	27,377
PENTZ, DANIEL	8,232
PERRIN, DALE	30,596
PERRY, LYNDON	29,426
PETERS, CARLA M.	33,653
PETERS, GREG A.	8,489
PETERS, ROBERT	33,976
PETERSON, MARGARET	56,927
PETERSON, RICHARD G.	4,707
PETROWSKI, MICHAEL	11,912
PHILLIPS, DALE L.	7,406
PHILLIPS, MICHAEL	21,031
PHIPPS, KENNETH W.	28,755
PHIPPS, LAURIE	53,388
PICHULA, KENNETH	31,299
PICHULA, TRACY	28,752
PIDBOROCHYNSKI, BRENT	5,938
PIDBOROCHYNSKI, HARRY J.	24,991
PIPER, LYNETTE	30,334
PIROT, MIKE	22,172
PIZZEY, GLORIA	12,084
PODHORODESKI, BRIAN	33,618
POITRAS, OLIVER	26,536
POKOYOWAY, BRENNAN	4,880
POLLARD, DANNY L.	31,373
POMPU, MORRIS	29,281
PORCINA, MARK	7,970
PORTER, HUGH DOUGLAS	78,960
PORTER, LOREEN	37,653
PORTMAN, DIANNE W.	12,528
POULIN, TREVOR	7,930
PRETTY, WAYNE	4,344
PRYTULA, DENNIS L.	46,032
PYLE, BRADFORD	6,880
RAAF, LORI K.	26,005
RAAF, TARA	26,175
RAAS, MICHAEL	4,061
RACETTE, GRACE	28,735
RADIGAN, PAUL	78,960
RAKOCHY, BOB	31,895
RANDALL, ALLEN J.	29,077
RANDALL, NORMAN J.	56,964
RANKIN, LINDA	31,338
RAY, VERONIQUE	12,079
READ, CLAIRE	28,661
READ, TERRY D.	39,402
REBUCAS, SATURNINO	27,374
REDDEKOPP, CORNIE	35,324
REDDEKOPP, SHELLEY	65,326
REDMAN, GERALDINE T.	20,408
REED, GISA V.	34,254
REGNIER, NORMA I.	41,241
REID, CELINE	18,322
REID, KEITH	25,167
REID, RAE G.	78,960
REIGERT, ALBERT D.	43,177
REILLY, BEV M.	27,420
REIN, BRUCE H.	28,776
REINHARDT, KEN K.	30,952
REISS-HOWE, SHARON	39,702
REMENDA, LORI	5,916
RENNER, GARY D	39,330
RENSBY, JEFF	53,315
RENTON, D. ROSS	42,755
RETI, WAYNE	10,205
REYNOLDS, KATHLEEN L.	20,016
RICHARDS, DARNELLA	27,324

RICHARDSON, GLENN	47,936
RIDDOCH, DANA	7,374
RIDER, TERRY	29,009
RIOZZI, JASON	8,779
RIST, WENDY MARIE	28,500
RIVIERE, DOROTHY	74,628
ROBERTS, EDWARD A.	59,041
ROBERTS, MICHAEL	9,016
ROBERTS, WENDY	9,647
ROBILLARD, ROSE	10,535
ROBIN, DICKSON J.	68,964
ROBINSON, WAYNE	6,372
ROBISON, RHONDA M.	27,647
RODMAN, CHRISTINA A.	44,029
ROGAL, RONALD	29,591
ROHOVICH, DOYLE	29,254
ROOTS, BRIAN	29,807
ROSE, CLAIRE	28,551
ROSE, RAE M	37,717
ROSENAU, BRIAN C.	47,647
ROSS, KATHY	12,767
ROSSEKER, RICHARD	30,737
ROY, LEONARD	47,166
RUF, JUSTIN	5,350
RUMANCIK, JENNIFER	3,211
RUSCONI, GARTH	105,612
RUSKIN, CHRISTINE	36,004
RUSKIN, LEAH M.	21,874
RUTHVEN, BRIAN	6,441
RUTTEN-JAMES, RABIN	2,529
RYAN, COLIN	14,128
SALI, HEATHER	9,882
SALI, RAYMOND	29,802
SALUK, DON	30,833
SAMOLESKI, BILL	31,077
SANKEY, DANNY	63,876
SAPARA, MERVIN	60,216
SASS, LEONARD JOHN	54,168
SAWATZKY, GERALD G	46,953
SCHLAMP, BRAD J.	6,314
SCHLECHTER, TYSON W.	28,183
SCHMIDT, CHRISTINE	24,832
SCHMIDT, DAVE	43,855
SCHMIDT, ELDOR C.	131,490
SCHNEIDER, JAYNELL H	32,376
SCHNEIDER, TRENT D.	46,887
SCHNELL, FERGUS	68,016
SCHREMPEL, MARGARET	2,707
SCHULTZ, HOWARD C	45,113
SCHULTZ, RANDY	4,535
SCHULZ, JODI L.	31,367
SCHUMACHER, BRIAN R.	64,811
SCHUSTER, EMORY	5,271
SCHUURMANS, ALISON	38,858
SCHUURMANS, CARMEN	27,671
SCHUURMANS, FRANK	68,988
SCOTT, PERRY	63,876
SCOVORANSKI, EDWARD	35,352
SEABORG, BONNIE RAE	4,236
SEABORG, GARRY A.	44,921
SEABROOK, KENNETH	48,955
SEALE, R. GRANT	28,310
SEARSON, GEORGE N.	32,035
SEDLEY, RAYMOND	32,222
SEEL, DAVE	9,956
SEIDA, DEANA	5,443
SEIS, DANIELLE	9,261
SELINGER, DONNA	23,859
SELINGER, KEVIN J	42,588
SELINGER, RAEANNE	48,252
SEMASCHUK, LAWRENCE	30,283
SERRANO, FELIX	33,104
SERVISS, JASON	73,520
SERWATKEWICH, CLIFF D.	27,526
SEWARD, KARLA J.	8,472
SEXSMITH, HEATHER RAE	30,733
SHALER, RUBY	25,776
SHANNER, ROBERT G	68,964
SHAW, CONRAD	7,655
SHAW, JAMES E.	30,095
SHAW, KEBLE	5,293
SHIRKEY, CHARLES	39,496
SHORE, JUDITH	37,770
SHORTER, LENORE	33,536
SHUMAY, HENRY	43,881
SIEBEN, JOSEPH	8,056
SILZER, DELAYNE A	49,427
SISK, NADINE	58,714
SITTER, SHARON	28,297
SKAALID, KRISTA L.	29,083
SKIFTUN, SANDRA L.	29,370
SLOWENKO, GORDON	29,237
SMITH, BLAIR A	38,194
SMITH, CAREY L.	7,323
SMITH, MALCOLM B.	29,836
SMITH, MARLOWE R	63,876
SMITH, MYRTLE	29,017
SMITH, RYAN E.	30,303
SMITH, SHAUN D.	68,964
SMULAN, STEPHAN	3,482
SOLIE, CRAIG	3,174
SONNENBERG, LINDA	16,293
SPANIER, GILBERT L.	29,509
SPELLISCY, KEVIN	7,970

ST PIERRE, FRANK	20,523
ST. DENIS, JANICE	28,761
STACK, KEITH	5,629
STACYSZYN, VALERIE A	56,972
STADNYK, PERRY	30,950
STAITE, TOM	29,108
STALLARD, AILEEN	39,874
STANKEWICH, LAWRENCE	59,905
STARUIALA, GREG	30,390
STATLER, STACEY	38,392
STECHYSHYN, RONALD	38,783
STECIUK, LEEANNE	18,422
STEEVES, DOUGLAS J.	55,728
STEIN, MARY	28,369
STINKA, WENDY	6,879
STONE, KENNETH	42,441
STONECHILD, CATHERINE	9,188
STORDY, JOHN F	56,794
STRAND, KELVIN WILLIAM	68,964
STRAND, LESLIE	40,018
STRIEMER, GARRY	42,588
STRIHA, RICHARD	28,968
STROH, HELEN	51,408
STUDER, PETER T	50,676
STUEHLER, LORETTA	31,416
STUEHLER, LORRAINE	28,552
STUSEK, RONALD A.	63,876
SWEET, JEFF D	73,452
TAFELMEYER, DOUGLAS	32,708
TALBOT, DENISE B.	38,741
TAMAKI, GRAHAM T	68,964
TAMES, GERALD	25,786
TANG, KIM	20,716
TANK, JANICE	5,287
TAYLOR, JIM A	28,897
TAYLOR, KAREN	23,076
TESFAMARIAM, HEDAT	29,066
TETLOCK, JANET D.	34,233
TEWELDE, BEN	50,159
THACYK, LISA	31,338
THOMPSON, JAMES	77,602
THOMPSON, SHEILA	31,338
TIAN, JOHN	47,243
TICE, BERNADETTE E	58,722
TINKER, IRENE HELEN	9,675
TOCHOR, JEFF	32,721
TOD, MITCH J.	29,076
TODD, RANDY	39,302
TOLLEFSON, AMY	5,379
TOLOFSON, TANYA	16,792
TOMANEK, VICTOR C	48,204
TOMYN, KAREN	28,760
TOTH, DARRELL	68,832
TOTH, DOUG	57,514
TOTH, RONALD P.	37,080
TRESSEL, LORNA J.	34,102
TRIPE DE ROCHE, DEBBIE	5,691
TRIPE DE ROCHE, ROBYN B.	3,442
TROTCHIE, STACY	3,614
TUBMAN, RICHARD	5,807
TUER, DONNA	54,336
TULIK, TERRY R	29,553
TURNBULL, LINDA	14,502
TWIGG, ALEXANDRA	10,776
TYSOWSKI, ERIC	9,502
UELAND, DONNA	31,338
ULRICH, RODNEY	64,740
URJASZ, ANNETTE	30,748
URJASZ, MARILYN	39,677
VALIAHO, KARL	21,321
VANDEPOLDER, GUS J. A.	73,764
VENAAS, GARRY W	55,086
VILNESS, DESIREE	4,686
VINCENT, DONALD L	28,854
VOLK, EDWIN	30,631
VOSS, MARVIN R	43,523
WAFFLE, RONALD ANTHONY	29,953
WAGNER, ALBERT	3,663
WAKE, MICHELLE	30,096
WALL, JODY LEE	8,265
WALL, KEVAN G. J.	5,479
WALL, LEILA M	35,315
WALL, MURRAY	25,668
WALL, ROBERT	16,224
WALL, RUBY	28,968
WALSH, ANTHONY J	70,440
WALSH, BEN	10,234
WALSH, TIMOTHY	59,148
WALTER, KENNETH N.	81,349
WARD, BRENDA	32,398
WARD, RALPH W.	34,335
WARD, WANDA	12,368
WARNOCK, JASON	6,210
WASNIK, ELSIE	32,958
WASSELL, KYLE M.	5,714
WATERS, WILLIAM GEORGE	29,802
WATSON, COLIN C	41,598
WAUGH, MARILYN A.	39,402
WAWRYK, ROBERT JOSEPH	84,492
WEBSTER, ANDREW J.	7,926
WEEKS, ANDY	68,288
WEINMASTER, BRYON B	36,372
WEIR, PATRICK	44,995
WEISGARBER, DEREK	30,244

WEISGERBER, GARTH T.	43,506
WELDAY, ETHIOPIA	15,177
WELDEGHIORGHIS, SARA	22,525
WELDER, ROGER D	28,926
WELLS, TRACY	9,091
WENMAN, DEAN	38,490
WENMAN, DONALD R.	28,523
WESLEY, LINDA	27,842
WESSEL, TREVOR K	49,948
WEYENBERG, JUDY	18,394
WHITEHEAD, DALLAS	3,262
WHITEHEAD, DARREN	73,824
WHITEMAN, GLENNA	4,143
WHITING, BUFFY	4,239
WIEBE, GRANT	38,060
WIELGOZ, AL	53,556
WIG, CHRISTOPHER	6,735
WIGHT, RON	105,612
WILCOCKS, DEAN	30,761
WILDE, GLORIA MAE	23,796
WILDEY, RONALD E	32,130
WILL, MARGARET	28,904
WILLEY, WADE	10,929
WILLIAMS, PAMELA	33,399
WILLIAMS, TERRANCE M	29,141
WILLIAMS, TRACY M	56,321
WILLIAMSON, PETER C	31,974
WILLISON, STUART ROY	32,076
WILSON, DAVID ALLAN	68,964
WILSON, JOHN A	49,981
WINTER, WAYNE	30,404
WITTAL, GLORIA F	63,876
WOLBAUM, LARRY ANTON	63,876
WONG, CURTIS JAMES	7,675
WONG, DAVID	42,883
WOWCHUK, ROSEMARIE	32,713
WRIGHT, GARRY	25,498
WRIGHT, HUGH	5,804
YAHOLNITSKY, VAL	32,292
YOUNG, TRISS	5,251
YOUNG, WYNONA	58,554
YUNG, CORRINNE	14,104
YUNGWIRTH, MARVIN	20,445
ZARYSKI, SANDRA E	56,921
ZATYLNY, JOANNE	27,042
ZELANTINI, DION	28,956
ZERESELASIE, LETY	14,400
ZESS, JACK	63,372
ZIEGLER, ROBERT	68,016
ZINKHAN, JANET	11,496
ZINN, ROBYN L.	30,044
ZORN, DAVID	39,498
Payees less than $2,500	109,887
Total	**$35,146,087**

Notes

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